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FIRST REPORT

Northwest Territories EQUAL EMPLOYMENT DIRECTORATE

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EXECUTIVE SUMMARY

In Canada, the "affirmative action" concept and affirmative action programs preceded legislative action requiring them. Affirmative action gained legal status through the 1978 passage of the Canadian Human Rights Act, which also created the Canadian Human Rights Commission to monitor and advise on such programs. The concept of affirmative action now is generally accepted across the country.

In the Northwest Territories, while a strong native leadership has ensured that native northerners' views are taken into account in policy development, native northerners have not fully participated in the territorial public service. In 1976, after a comprehensive report on personnel policy and management called for greater initiatives in employing native northerners and women, the Office of Native Employment was created within the Government of the Northwest Territories.

In 1984, the Executive Council asked the Department of Personnel to develop a Native Employment Policy for the Government of the Northwest Territories. This policy, approved by the Executive Council in February, 1985, focuses on increasing public service representation of aboriginal peoples indigenous to the Northwest Territories. This focus will be broadened as of April, 1986, to include women and disabled persons.

In 1985, the Office of Native Employment was replaced by an Equal Employment Directorate which reports to the Minister responsible for Equal Employment. The Directorate, as part of its mandate, co-ordinates the development of an Affirmative Action Plan for the Government of the Northwest Territories.

All departments and regions were required to develop individual Affirmative Action Plans based on guidelines provided by the Equal Employment Directorate. These plans identify and propose solutions to barriers to employment and advancement of native people, set numerical objectives by job category, group and level, and identify accountability for achieving objectives.

Individual plans developed for departments and regions were amalgamated in a Service-Wide Plan which sets short-term (1986-87) and long-term (1989-90) objectives. The Service-Wide Plan, which aims to increase representation of native people in the public service to 52% from the current level (25% as of June, 1985, 30% as of December, 1985), and the departmental and regional plans will be reviewed and updated annually.

Departmental numerical objectives must be supplemented by departmental and service-wide substantial support activities or "special measures", in recruitment, screening and selection, career development and promotion, awareness and public relations, job accommodation, and information systems.

Achievement of the numerical objectives will be affected by vacancies available over the period 1986-90, by funds available for creating trainee positions within the In-Service Training Program, and by numbers of native public servants qualified and interested in promotion or transfer. External factors affecting achievement include the number of qualified and interested native people in the labour force, number of native high school and college graduates, native peoples' willingness and/or ability to leave their communities, housing availablility, and government's attractiveness as an employer of native people. This report makes a number of recommendations to address these internal and external factors.

Recommendations

LABOUR SUPPLY

1. An adjusted figure which defines potential vs. real labour supply must be developed.
2. Additional information which reflects the existing educational and skill levels of the labour force must be made available.
3. Because potential and real labour supply is not always located at the source of demand, mobility and relocation must be considered.
4. Governmental efforts to attract native employees must respect the need for communities and other employers outside Yellowknife and the regional centres to retain skilled people in order to manage their affairs capably.

EDUCATION

1. The Department of Education should expand its training/development support services to ensure that departments can develop personnel at the levels reflected in their action plans.
2. The Department of Education should review the In-Service Training Program, including a review of the formula used to fund the program.
3. The Department of Education should expand the delivery of basic upgrading to public service employees to ensure that employees seeking upgrading for promotional purposes can do so.
4. Additional clerk/typist programs should be developed and delivered to ensure an adequate supply of labour sufficiently skilled to guarantee employability with limited in-house training.
5. Support/counselling services should be re-established in Edmonton and Ottawa to provide necessary support to native students who find it difficult to adjust to a different environment.
6. Community level upgrading and skill training should be enriched, and these efforts should be tightly linked to employment.
7. The Department of Education should develop a new staff development training format that will ensure quality short term training programs that provide skill development that will lead to increased competence and potential promotion.

PUBLIC SERVICE

1. *Housing:* Two areas of concern require action:
   A. Adequate housing for potential northern native employees is not available where the employment opportunities exist. In order to match supply with demand, more housing is needed.
   B. Current policies on temporary use of Government accommodation and furniture should be reviewed in order to assist northern native employees who arrive with little or no furniture or money.
2. All Personnel policies and systems should be reviewed to remove any barriers affecting native employment.
3. Specific professional categories should be removed from the targeting process for the current four-year period, and accommodated in a different manner. Categories which cannot be trained in-house or within the current four-year mandate include doctors, lawyers, engineers, nurses, teachers and architects.
4. Permanent human resource planning services should be established within Personnel which would assist departments in developing and implementing human resource plans.
5. Departments should provide dedicated person years with human resource planning responsibilities and ensure a linkage with agencies who have similar responsibilities.
6. The Department of Public Works and Highways should be allowed to provide affirmative action training in basic building trades through the use of existing capital construction funds.
7. The Department of Public Works and Highways, with the assistance of the Department of Education, should establish a Construction and Maintenance Management training program to train or upgrade existing or potential new employees for positions in government municipalities and private enterprise.
8. The Department of Government Services should be allowed to use their revolving funds for staff training.

Staff Development Training Cost Recovery

9. Departments should be prepared to purchase seats in training programs sponsored under the Department of Education's cost-recovery staff development program. It is recommended that each department designate a percentage of its base for this purpose.

Devolution

10. The transfer of programs and their responsibilities has begun to take place. Two specific areas that come to the Directorate's attention are those of Forestry and Health. We believe that it is imperative that a number of important issues be cleared prior to the transfer.
    1. That resources currently being applied to federal affirmative action training and human resource development be transferred to this Government to ensure our ability to respond to the expanded mandate.
    2. That it be made clear in any agreements that programs transferred to this Government are subject to this Government's affirmative action policies.

Privatization

11. In order to avoid any negative impacts which the privatization policy may have on the affirmative action programs, we recommend:
    1. That a clause be included in all tendering documents and all contracts requiring the contractor to comply with the objectives of the GNWT to achieve equal employment through the affirmative action process.
    2. That all contracts issued by the GNWT, including grants and loans, be subject to the principles of equal employment and the affirmative action process.

SPECIAL MEASURES

1. Special cross-cultural orientation seminars should be delivered on a regular basis for new employees, both native and non-native.
2. Departments, in conjunction with the Equal Employment Directorate, should inform the general public about career opportunities within the public service.
3. Departments should consider job-sharing, particularly at the community level, as a viable alternative in employment of native people.

PROPOSED FINANCIAL BUDGET FOR PUBLIC SERVICE AS DEVELOPED BY THE EQUAL EMPLOYMENT DIRECTORATE

INTRODUCTION—FINANCIAL REPORT

When the Departments developed their affirmative action plans, some included a proposal for financial requirements while others only indicated the human resource actions required to meet the requirements of the Native Employment Policy.

No matter what approach was used, it was clear from the beginning that financial resources would be required beyond those currently budgeted by this Government.

Using standard figures for training person years, etc. a first draft of financial requirements was developed. This resulted in an aggregate figure of $39 million. These departmental requirements were then reviewed and reduced to $29 million. A second review was done along with the development of the public service-wide plan and the financial requirements were again reduced to approximately $21 million.

This figure ($21 million) represents the absolute minimum required to meet the obligations of the policy.

Emphasis was placed on two departments, Education and Personnel, to provide the primary support needed to meet the departmental action plans. However, these or any other departments would be required to use funds allocated only for affirmative action. Any reductions in funding will mean that this Government will not achieve the proposed target of 52% native employment in the public service.

A total audit and review of the affirmative action plan by this Government would be instituted before the end of the 1989/90 fiscal year. This report would decide on the future of this Government's role in the equal employment of disadvantaged groups.

Sector	**Affirmative Action Plan**
Department	**Equal Employment Directorate**
Activity	
Accountability	

$000's	1985/86 Main Estimates	1986/87 Oper. Plan	1987/88 Oper. Plan	Oper. Plan	Oper. Plan
Salaries/Wages		2,200	4,200	4,200	2,200
Other		2,148	2,085	2,005	2,005
O&M - Total		4,348	6,285	6,205	4,205
- Increment		1,937	(80)	(2,000)	
Person Years		54	104	104	54
- Increment		50		(50)	

	1986/87	1987/88	1988/89	1989/90	Total
Program Changes					
Department:					
Total G.N.W.T.					
Salaries & Wages	2,200	4,200	4,200	2,200	12,800
Person Years	54	104	104	54	316
O&M					
OJT	220	220	220	220	880
Education Leave	400	400	400	400	1,600
Other	1,528	1,465	1,385	1,385	5,763
Infrastructure					
Total	**4,348**	**5,235**	**6,205**	**4,205**	**21,043**

Substantiation

1. Establishment of additional training years.

   Based on departmental plans for the implementation of the Native Employment Policy. This Government will have to dedicate 200 PY's over a four year period. No more than 10% of these would be applied to the apprenticeship program.

	1986/87	1987/88	1988/89	1989/90
Salaries & Wages	$2,000,000.	$4,000,000.	$4,000,000.	$2,000,000.
Person Years		100	100	50
Increment	50	50	(50)	

2. On Job Training Funds

   It is essential that short-term training money be provided to provide access to employment for people who require limited training. This would be focused primarily at clerical and secretarial functions. Maximum training would be three months.

	1986/87	1987/88	1988/89	1989/90
Salaries & Wages	$220,000.	$220,000.	$220,000.	$220,000
Person Years	10	10	10	10

3. Education Leave

   It is recommended that this program be increased to offer additional access to target group people seeking advancement within the public service.

	1986/87	1987/88	1988/89	1989/90
Salaries & Wages	$400,000.	$400,000.	$400,000.	$400,000.
Person Years	20	20	20	20

4. Training Support (Department of Education)

   It is recommended that the Department of Education provide dedicated training support to the departments in the development and implementation of their affirmative action plans.

A. Program Development Officer

	1986/87	1987/88	1988/89	1989/90
Salaries & Wages	$50,000.	$50,000.	$50,000.	$50,000.
Person Years	1	1	1	1

B. Adult Upgrading

That upgrading be provided specifically to G.N.W.T. employees.

	1986/87	1987/88	1988/89	1989/90
O&M	$50,000.	$50,000.	$50,000.	$50.000.

C. Training Plans

Additional funds be dedicated to assist departments in the development and implementation of their training plans.

	1986/87	1987/88	1988/89	1989/90
O&M	$100,000.	$100,000.	$50,000.	$50.000.
Increment		(50)		

D. Clerk Typist Training

This is to be applied in Headquarters to meet the on-going demand for secretarial and clerical staff.

	1986/87	1987/88	1988/89	1989/90
O&M	$50,000.	$50,000.	$50,000.	$50.000.

5. Human Resource Support Services (Department of Personnel

Implementation of the Native Employment Policy, the policy on women and the handicapped as well as the new Human Resource Planning Policy will require this Government to develop and implement comprehensive human resource plans. Professional support services will be necessary to ensure the smooth development and implementation of these plans. It is proposed that this support be provided by the Department of Personnel as the central agency responsible for human resource development within the public service.

	1986/87	1987/88	1988/89	1989/90
Salaries & Wages	$150,000.	$150,000.	$150,000.	$150.000.
O&M	$ 25,000.	$ 25,000.	$ 25,000.	$ 25,000.
Person Years	3	3	3	3

6. Special Measures

A. Equal Employment Directorate

Funding is required to develop and deliver Cross-Cultural Orientation Programs.

	1986/87	1987/88	1988/89	1989/90
O&M	$90,000.	$60,000.	$60,000.	$60,000.
Increment		(30)		

7. All Departments

Based on the size of each department, they will require additional operating funds associated with the implementation of their affirmative action plans. This will be used to support additional travel, contract services, etc. It will not include additional person years.

	1986/87	1987/88	1988/89	1989/90
O&M	$850,000.	$850,000.	$850,000.	$850.000.

8. It is recommended that monies be allocated to the development and operation of a Works and Maintenance Program designed to provide supervisory skills to promising employees of government, municipalities, and private enterprise. This would facilitate the promotion of employees who seek *but* are currently unable to move from a trades role. This would be accomplished through consultation between the Department of Public Works and Highways and the Department of Education.

	1986/87	1987/88	1988/89	1989/90
O&M				
Development	$113,000.	$ 80,000.		
Delivery	$200,000.	$200,000.	$200,000.	$200,000.
	$313,000.	$280,000.	$200,000.	$200,000.

WORKING TOGETHER A REPORT ON EQUAL EMPLOYMENT PLANNING FOR NATIVE PEOPLE IN THE GOVERNMENT OF THE NORTHWEST TERRITORIES

I. INTRODUCTION

1.1 NATIVE EMPLOYMENT POLICY: GUIDING PRINCIPLE

The Native Employment Policy approved for the Government of the Northwest Territories by the Executive Council on February 18, 1985 states: "The Government of the Northwest Territories is committed to a Public Service that is competent and representative of the population it serves." The policy, at this time, focuses on increasing the representation of aboriginal peoples indigenous to the Northwest Territories. The Government also intends to introduce a policy in April 1986 to increase the representation of women and handicapped persons. The current Native Employment Policy for native people is found in Appendix I.

1.2 HISTORICAL PERSPECTIVES ON AFFIRMATIVE ACTION

1.2.1 Canadian Developments

In Canada today a body of legislation at the Federal, Provincial and Territorial levels sets the parameters of Canadian human rights and freedoms and prescribes citizens' legal protection. Canadian human rights legislation, however, is a product of only our most recent history.

Canada's active entry into the field of Human Rights Legislation was marked by a flurry of "Fair Practices Legislation" (Employment and Accommodation) in the 1950's, 1960's, and 1970's.

The concept of "Affirmative Action" and the creation of Affirmative Action Programs in Canada preceded the formal legislation and legal apparatus which justified them. As early as 1962, the Government of Canada (spurred by the recommendations of the "Royal Commission on Government Organization") began to focus on the lack of French Canadian participation in the federal civil service. Subtle changes in testing procedures and recruitment selection criteria (Affirmative Action) were instituted to increase Francophone participation.

At the same time, federal politicians were becoming increasingly sensitive to the plight of Canada's Native peoples and the demand for "Equal Rights for Women". During the 1970's, for example, more and more staff were devoted to native issues until an entire office, the Office of Native Employment, was created. The Equal Opportunities for Women Bureau was established in 1971, and the following year, Cabinet directed all government departments and agencies to "take steps to encourage the assignment and advancement of more women into middle and upper echelon positions". In 1975, during International Womens Year, more detailed programs and policies in support of women's rights were established by the Federal Government. Thus, the concept of Affirmative Action and many Affirmative Action Programs were operative before they were backed up by legislation requiring that these efforts be made.

On March 1, 1978 the Canadian Human Rights Act received Royal assent; from then on, Affirmative Action initiatives gained legitimacy. Section 15 of the Act sanctions the concept of Affirmative Action and upholds the legitimacy of Affirmative Action Programs. Section 15 reads as follows:

"It is not a discriminatory practice for a person to adopt or carry out a special program, plan or arrangement designed to prevent disadvantages that are likely to be suffered by, or to eliminate or reduce disadvantages that are suffered by, any group of individuals when those disadvantages would be or are based on or related to the race, national or ethnic origin, color, religion, age, sex, marital status or physical handicap of members of that group, by improving opportunities respecting goods, services, facilities, accommodation, or employment in relation to that group."

The Canadian Human Rights Commission established by section 21 may at any time (a) make general recommendations concerning desirable objectives for special programs, plans or arrangements referred to in subsection (1); and (b) on application, give such advice and assistance with respect to the adoption or carrying out of a special program, plan or arrangement referred to in sub-section (1) as will serve to aid in the achievement of the objectives of the program, plan or arrangement.

1.2.2 N.W.T. Developments

The Government of Canada in the 1950's, recognizing the potential and its responsibilities for the North, prepared to focus its attention on the N.W.T. The 1960's was a period of increased vigor and development in the Northwest Territories — as increased emphasis on social welfare programs, medical, housing and educational programming began the rapid urbanization of the northern population. Prior to 1967, however, this activity was organized by forces outside the N.W.T. and allowed for only minimal participation by native northerners.

Perhaps no part of the evolution of the Northwest Territories has been as dramatic as the increased level of participation in all aspects of Territorial life by native northerners during the past decade.

The emergence of strong, dedicated and highly competent native leadership has ensured that native northerners' views have been countenanced in all decision making. Regretiably, however, there has been less than full participation by native northerners in the Public Service of the Government of the Northwest Territories. It is to remedy this situation that the Equal Employment Directorate has directed its energy.

During its early years in the North (1967 - 1972), the Government of the Northwest Territories was under extreme pressure. Continuing program development, expansion, transfer, new program inititiatives, complex systems development and high staff turnover led to concern about the government's personnel and management practices. In November, 1973, Commissioner Stuart Hodgson established the Task Force on Personnel Policy and Management under the chairmanship of Mr. Ewan Cotterill to critically examine personnel and management policy and practices in order to stabilize the Public Service.

The "Final Report to the Commissioner of the Northwest Territories on the Task Force Report on Personnel Policy and Management", presented in April, 1976, includes the following recommendations of specific interest.

Task Force Recommendation Number Sixteen

"The Task Force recommends the establishment of a permanent committee, the majority of whom should be women to investigate complaints of discrimination in hiring, and to make recommendations with regard to ensuring equality of opportunity and treatment within the Territorial Public Service."

Task Force Recommendation Number Seventeen

"The Task Force recommends the adoption as a major objective of the Territorial Public Service, that the Public Service should reflect at all levels the ratio of native northerners to the population of the Northwest Territories. For the purposes of this objective, native northerners would be defined as Indian, Inuit and Metis."

Task Force Recommendation Number Eighteen

"The Task Force recommends that in order to meet the objective in recommendation seventeen, training positions be created, available to northerners, up to ten percent of the total establishment of the Public Service.

A two year program should be initiated during the next Financial Forecast, establishing training positions equivalent to five percent of the total establishment during that, and the succeeding, forecast period."

Of further interest is the following statement in the section of the report entitled "Goals of the Government of the Northwest Territories (Appendix "D")":

"Emphasis at this time will be given to policy guidelines which give priority to:

(5) The increase in participation and responsibility of native people within the institutions of the Government of the Northwest Territories."

These three Task Force recommendations and the policy guideline calling for employment of native northerners delineated for the first time the Government's commitment to the participation of women and native northerners in the territorial Public Service. It was a good beginning.

In 1976, on the recommendation of the Executive Committee, the Commissioner of the Northwest Territories established the Office of Native Employment "to encourage greater participation of native northerners in the Public Service and thereby make it more representative of the people it serves." The Office also was mandated to: (a) determine employment needs of native northerners; (b) provide a counselling service; (c) ensure native northerners receive special training; and (d) compile and maintain accurate statistics on native employment.

The creation of the Office of Native Employment theoretically gave the Department of Personnel the mandate and vehicle to address native northerners' lack of participation in the Public Service of the Government of the Northwest Territories. Over the years, however, things did not go as they should have.

The Executive Council, in its Record of Recommendation 84-17-12, directed the Department of Personnel to review the Office's role and bring forward recommendations on its future role, its design and reporting relationship. Based on these recommendations, the Executive Council directed the Department of Personnel to develop a Native Employment Policy immediately and to prepare for the future development of an employment policy for all groups underrepresented in the Public Service.

In response, the Department of Personnel developed the existing policy (approved under Tabled Document 26-856) and set forward a number of options designed to provide an administrative structure for implementing the policy.

To stimulate the policy's implementation, the Department of Personnel issued the following Staffing Directive:

Staffing Directive

Native people who are eligible for affirmative action as per the Native Employment Policy will be given priority for appointment to all positions in the Territorial Public Service that are filled by competition. To receive this priority, a native person must be qualified and suitable for appointment to the position.

This Directive is in effect until April 1, 1988 at which time a decision on whether to extend this affirmative action measure will be taken. This Directive supercedes previous past practice, which under Section 17 of the Public Service Ordinance, gave priority on competitions to applicants who already were working in the Territorial Public Service.

1.3 EQUAL EMPLOYMENT DIRECTORATE

The Executive Council directed the administration (Record of Recommendation 85-S(6)-1) to discontinue the Office of Native Employment as of May 1, 1985 and replace it with an Equal Employment Directorate reporting to a Minister.

The Directorate includes a Director, two Affirmative Action Advisors and an Administrative Assistant. Six Equal Employment Officers in the Regions and at Headquarters, who also report to the Directorate, provide advice and assistance to Departments/Regions and target group members and also play a key public relations role with respect to the Native Employment Policy.

The Directorate's main functions include:

- advising senior managers and the Executive Council on the employment, training and promotion of native people, women and disabled persons;
- promoting affirmative action to employees, managers and the general public;
- co-ordinating government-wide affirmative action planning and evaluating and reporting on progress in achieving it;
- promoting the Government of the Northwest Territories as an employer;
- establishing an advisory committee to assist in developing strategies to implement affirmative action;
- developing a database of statistical information on the representation of various groups in the Public Service and availability of qualifiable members of these groups in the Northwest Territories labour force; and
- broadening its mandate to include affirmative action for women and disabled persons by April 1, 1986.

1.4 POLICY ELEMENTS:

1.4.1 The Affirmative Action Approach

The Native Employment Policy includes a mandate for developing an Affirmative Action Plan for the Government of the Northwest Territories. Affirmative Action is a results-oriented stategy to increase target group members' representation in occupational groups and levels where they are under-represented (see definition of terms, Appendix II). The Affirmative Action Plan for native people aims to increase their representation in the Government of the Northwest Territories to a level representative of the working age population in the Northwest Territories (52% in 1985).

The Affirmative Action plan is a three-pronged strategy that places emphasis on hiring, training and promoting of native people.

1.4.2 Human Resource Planning Perspective

The Native Employment Policy also emphasizes that:

- Affirmative Action is an integral part of the human resource planning process throughout the Public Service.
- A necessary component of Affirmative Action is equality of opportunity through the removal of barriers within employment policies and practices.
- Individuals are responsible, with the assistance of the Government, for initiating action to take advantage of employment and promotion opportunities.

In other words, the Native Employment Policy of the Government of the Northwest Territories provides for affirmative action as an approach or tool to achieve the broad goals of employment equity and sound human resource planning.

1.5 POLICY IMPLEMENTATION: DIVISION OF RESPONSIBILITIES

Responsibility for implementing the Native Employment Policy spans various levels:

a) *The Executive Council* sets priorities and has primary authority for policy approval.

b) *The Minister Responsible* for Equal Employment, the Government Leader, has the authority to approve the over-all Affirmative Action strategy for the Government. He also represents the Executive Council on Affirmative Action matters to external agencies.

c) *Ministers of Departments and Agencies* are accountable for developing departmental Affirmative Action plans in consultation with Regional Directors. Department Heads also are responsible for plan implementation, and for reporting to the Equal Employment Directorate on progress in achieving Affirmative Action goals and objectives.

d) *The Director, Equal Employment Directorate* is responsible for recommending over-all Affirmative Action strategies to the Minister responsible for Equal Employment, and for co-ordinating service-wide Affirmative Action planning for the Government of the Northwest Territories Public Service.

e) *The Affirmative Action Advisory Committee* includes representatives from management, unions, native and other organizations and will represent the concerns of various interested parties as they relate to Affirmative Action.

f) *Regional Directors* are responsible for developing Regional Affirmative Action Plans in consultation with Department Heads, for implementing Affirmative Action Plans within their Region, and for providing progress reports on Affirmative Action to the Equal Employment Directorate.

1.6 THE PUBLIC SERVICE-WIDE PLAN: PLAN DEVELOPMENT PROCESS

As indicated in Section 1.4, all government Departments and Regions must develop Affirmative Action Plans based on guidelines provided by the Equal Employment Directorate. These guidelines were distributed at a seminar held November 27-28, 1985 by the Equal Employment Directorate for representatives of all affected Departments and Regions.

Departments and Regions were asked to develop plans that would:

- identify specific problems and barriers to the employment and advancement of native people;
- set numerical objectives by job category, group and level to increase the representation of native people;
- propose specific activities to address identified problems and to meet objectives; and
- identify accountability for achieving objectives.

Individual Departmental and Regional plans were analyzed by the Equal Employment Directorate and amalgamated into the Public Service-Wide Affirmative Action Plan, which includes short-term (1986-87) and long-term (1988-90) objectives.

The Public Service-Wide Plan as well as Departmental Plans will be reviewed and modified annually.

II. ACTION PLANS

2.1 DEPARTMENTAL ACTION PLANS

Departmental action plans included the following components:

Situation Analysis describing the level of representation of native people within each job group in the department, and identifying attitudinal and systemic barriers to the employment of target group members.

Numerical Objectives and Timetables for increasing representation of native people within job groups where they are under-represented relative to external availability. Goals and timetables will be based on the current level of under-representation, the anticipated number of positions to be filled within the department and the estimated availability of qualified target group members to fill those positions.

Non-numerical Objectives and Activities to include specific activities aimed at neutralizing barriers to the employment and advancement of native people and providing for their recruitment, hiring, training and promotion.

Non-numerical objectives and activities span six action areas: awareness, recruitment, screening and selection, job accommodation, career counselling and development, and promotion.

Delegation of Responsibilities indicating functional accountability within the department for designing the plan, implementing specific measures and monitoring progress in achieving established objectives as well as the human and financial resources required to implement these activities.

Monitoring Mechanisms to track progress in implementing special measures, achieving established objectives and reporting on progress to date.

The plans essentially broke into three components (hire, train and promote) which were defined by establishing numerical and non-numerical objectives.

2.2 NUMERICAL OBJECTIVES

2.2.1 Purpose and Nature of Objectives

Numerical objectives, a necessary component of Affirmative Action, are primarily a management tool to measure progress and change. Affirmative Action in the Government of the Northwest Territories means a major investment of both human and financial resources, so the Government must have tools to measure its success. Numerical objectives also foster accountability for achieving the Native Employment Policy's primary goal — an increase in the representation of native people to 52% from the current level (25% as of June, 1985; 30% as of December, 1985).

The Chart in Appendix V shows the current level of native representation in various segments of the population and labour force. Working age population rather than labour force representation has been chosen as a target in order to compensate for existing systemic discrimination both inside and outside the Government of the Northwest Territories Public Service.

The numerical objectives or targets established for the period 1986-1990 by every Department are not quotas; they are predefined objectives based on an assessment of the potential for change within a given time.

2.3 NON-NUMERICAL OBJECTIVES

Non-numerical Objectives and Activities will be determined by the outcome of the Systems Review. The attitudinal and systemic barriers, needs and concerns identified will be addressed by specific activities aimed at remedying specific problems.

Activities will span six action areas. The specific activities to be undertaken will again be determined by target group members' specific needs and the available resources.

Suggested activities within each action area may include:

1. *Awareness/Information Sessions* aimed at increasing the knowledge and skills of managers and employees in dealing effectively with cultural differences.

   Activities may include cross-cultural orientation, interviewing and counselling skill training and information sessions on Affirmative Action. Many of these activities may be sponsored by or developed in conjunction with the Equal Employment Directorate or Equal Employment resource personnel.

2. *Recruitment* aimed at attracting qualified and interested native candidates to Public Service employment.

   Activities should include targeted recruitment and advertising, liaison with native community groups, conduct of interviews in local communities, career orientation in schools, development and circulation of career information packages. These activities will be the primary responsibility of the Department of Personnel and the sponsoring department. The Equal Employment Directorate and its personnel may provide advice and assistance as required.

3. *Screening and Selection* aimed at ensuring that qualified native people are represented in final selections.

   Activities should include reviewing and revising employment application forms, job posting procedures, selection criteria and pre-employment tests; training of interviewers in effective candidate selection; native representation on selection committees and preferential hiring of qualified native candidates. These activities will be the primary responsibility of the Department of Personnel and the sponsoring Department. The Equal Employment Directorate may again provide advice and assistance as required.

4. *Job Accommodation* aimed at providing native people with reasonable accommodation to enable them to work in a structured environment.

   These measures may include flexible work arrangements, job sharing or rotation, assistance with housing and special leave of absence.

5. *Counselling and Development* aimed at providing native employees with a knowledge of job opportunities in the Public Service and the necessary skills and experience to meet job requirements.

Activities may include job counselling, career counselling, life skills training, in-service training or apprenticeship positions, special assignment or secondment and creation of bridging or training positions. Special assignments or secondments may be provided in cooperation with other departments and regional offices. The Equal Employment Directorate will provide special assistance with departmental counselling and development activities.

6. *Promotion* aimed at ensuring that qualified and interested native employees have access to management and supervisory positions.

   Measures should include identification of high potential candidates, career counselling and job information, targeted development of candidates for promotion, job coaching or mentoring, identification of alternative career paths and recommendation of candidates for transfer and promotion. Departmental human resource plans and performance appraisal systems will be instrumental in determining potential and identifying training and development needs of target group members. Management Potential Assessments are available through the federally-funded Career Development Program (C.A.P.).

2.4 DEPARTMENTAL TARGETS

Appendix IV contains tables illustrating the current level of native representation by job category, group and level and the targets set by each Department or Agency for the fiscal years 1986-87 to 1989-90.

Appendix II summarizes the activities planned by each Department for 1986-87 and the expected results in 1989-90. The methods by which Departments plan to achieve their objectives are also included in Appendix II. These methods are summarized below:

Activity Planned	Possible Methods
1) Hiring	• external competition process • internal competition process • special targeted recruitment
2) Training	• In-Service Training Program (ISTP)
3) Promotion	• Internal competition process

Table 1 of Appendix IV illustrates the numerical targets for each Department for the entire planning period 1986-87 to 1989-90.

2.5 PUBLIC SERVICE PLAN

2.5.1 Public Service-Wide Targets

Appendix IV contains tables showing the current native representation and overall Public Service-wide targets by Departments for the years 1986-1990. Table 1 lists targets by Department and Table 2 lists targets by job category, group and level across the Public Service.

Table 1 also outlines the activities planned by Departments in order to achieve equal employment objectives, divided into three categories — hiring, training and promotion.

Proposed activities in the individual plans submitted by Departments are summarized in Appendix II.

2.5.2 Factors Affecting the Achievement of Targets

The achievement of the numerical targets set by Departments will depend on a number of factors both internal and external to the Public Service.

1) Internal Factors
   - The number of vacancies available over the four year period (1986-1990).
   - The funds available for the creation of trainee positions within the In-Service Training Program.
   - The number of native people already in the Public Service qualified and interested in promotion or transfer.

2) External Factors
   - The number of qualified and interested native people in the working age population and labour force.
   - The number of native graduates from high schools and colleges.
   - The willingness and/or ability of native people to leave their communities.
   - The availability of housing.
   - The attractiveness of the Government of the Northwest Territories as an employer to native people

Educational and skill levels of many native people are presently below those required by positions in the Public Service, particularly at higher levels. Promoting job opportunities in the Government of the Northwest Territories and providing more and better education facilities can partially influence educational choices, and offering employment opportunities can stimulate the provision of housing needed to attract native people to government employment. While these external factors largely are not under the Government's direct control, their impact has been taken into account by Departments and the Equal Employment Directorate in developing Departmental Action Plans.

Initiatives proposed by Departments to address these internal and external factors are described in Appendices II and V of this report.

2.5.3 Development of Databases

At this stage, numerical targets were based on limited information on the availability of qualified and interested native people inside and outside the Public Service. Part of the Equal Employment Directorate's mandate is to develop an inventory of qualified internal and external native candidates by job category and group, and such initiatives are part of the Public Service Wide Plan. (See Appendix V — Action Area — Information Systems).

III. SPECIAL MEASURES AND SUPPORTING ACTIVITIES

3.1 PURPOSE

A key component of Affirmative Action is the development of measures to encourage hiring, development and promotion of native people. Such measures, while designed to address specific employment needs of native people, need the participation of all employees and benefit both target and non-target group members.

Special measures, the qualitative component of the Public Service-Wide Plan, ensure that numerical objectives are backed up by substantive support activities which focus Departments' attention on long-term qualitative change as well as on short-term objectives.

3.2 RESPONSIBILITY

Responsibility for the development of special measures is shared by:

a) Departments and Agencies accountable for activities within their own jurisdiction.
b) Departments which have Public Service-Wide accountability, such as Personnel, Culture and Communications, and Education.
c) The Equal Employment Directorate which has responsibility for coordinating the Government's Affirmative Action strategy.

3.3 KEY ACTION AREAS

Special measures may be divided into categories or Action Areas that reflect their primary focus. Detailed activities in each Action Area will be developed by the various responsibility centres mentioned in 3.2 above following the approval or modification of the proposed targets and allocation of needed resources.

The proposed Action Areas are:

1. Recruitment
2. Screening and Selection
3. Career Development and Promotion
4. Awareness and Public Relations
5. Job Accommodation
6. Information Systems

Appendix V (Tables 17 to 22) describes the objectives of each Action Area and provides an overview of planned activities in each area.

IV. FACTORS/ RECOMMENDATIONS

4.1 LABOUR SUPPLY

A. There is considerable uncertainty about what the working age population looks like in the N.W.T. To make realistic planning decisions on affirmative action and to confirm the viability of the decision to use the work age population (52%) in setting targets, the following information must be available on a timely basis:
   1. An adjusted figure which defines potential vs. real labour supply;
   2. Additional information which reflects the existing educational and skill levels of the labour force;
   3. Mobility and willingness to re-locate, given that potential and real labour supply is not always located at the source of the labour demand;
   4. Expectations of the labour force; and
   5. Basic statistical data on age, sex, disabilities.

   The primary responsibility for gathering this data would rest with Advanced Education and the Bureau of Statistics.

B. An additional consideration must be included when decisions are made on the percentage participation of native people.

   Governmental efforts to attract native employees should respect the need for communities outside of Yellowknife and the regional centres to retain skilled people in order to manage their affairs capably. Raiding other employers for native personnel, even inadvertantly, may interfere with the smooth functioning of the N.W.T. economy.

4.2 EDUCATION

The essence of the public service affirmative action plan is the non-numerical process departments will use to achieve their numerical goals. In every case, this is a program of hiring, training and promoting native people. It became obvious in looking at these objectives that the Department of Education will have to play a very large role.

Three basic assumptions were made which defined Education's role.

A. As well as developing the native labour supply, the affirmative action plan also aims to hire labour that possesses sufficient basic education and training to qualify for employment and/or further training.

B. Resources allocated for affirmative action can never hope to replace institutions which provide employers with employees who possess the prerequisite education and skills to enter the labour force.

C. As well as responding to affirmative action as an employer, the Department of Education simultaneously is the agency mandated to provide education and training services to the general public and N.W.T. employers. The Department also must provide the administration with special support services mandated by the Executive Council when it amalgamated all in-house training support and development with the Department of Education.

4.2.1 Recommendations

Support Services

1. The Department of Education should expand its training/development support services to ensure that departments are able to develop personnel at the levels reflected in their action plans.

In-Service Training

2. The Department of Education should review the In-Service Training Program, including a review of the formula used to fund the program.

   The current formula requires too great an infusion of money and thus means that the administration will always be unable to meet this Government's training requirements. A study group should examine the program's requirements to look for innovative ways to meet the administration's needs while remaining fiscally responsible.

3. It is recommended that the Department of Education expand the delivery of basic upgrading to employees of the Public Service to ensure that employees seeking upgrading for promotional purposes can do so. This may be achieved through night classes or correspondence. Examination of limited instruction during work hours should be examined.

4. It is recommended that additional clerk/typist programs be developed and delivered to ensure an adequate supply of labour sufficiently skilled to guarantee employability with limited in-house training.

5. It is recommended that support/counselling services be re-established in Edmonton and Ottawa to provide necessary support to native students who find it difficult to adjust to a different environment.

6. It is recommended that community level upgrading and skill training be enriched. It is further recommended that these efforts be tightly linked to employment.

4.3 PUBLIC SERVICE

The GNWT Public Service is not well equipped to meet the commitments necessary to make affirmative action work. This does not suggest that the will is not there, but recognizes that systems currently in use were not designed to accommodate the special measures necessary. Changes to existing practices are going to have to be made and practices are going to have to be developed and implemented to ensure the success of the Native Employment Policy.

4.3.1 Recommendations

Housing

1. There are two areas of concern that require action:

   A. There is not adequate housing available where the employment opportunities exist. Almost universally, potential northern natives do live elsewhere. If we are to match supply with demand, more housing must be made available. This could perhaps be accomplished through the private sector.

   B. Current policies on Government accommodation and furniture should be reviewed. The mobility of native workers is dependent upon a policy that supports the objectives of affirmative action. The policy should reflect relocation and retention of workers whose employment will generally be outside of a familiar environment.

Personnel System Review

2. All Personnel policies and systems must be reviewed in order to remove any barriers and inconsistencies affecting native employment.

Manpower Planning

3. Permanent human resource planning services which are responsive to departmental needs should be established. This group should be housed within the Department of Personnel and would help departments develop and implement human resource plans.

4.4 Public Service General

The GNWT Public Service is not well-equipped to meet the commitments needed to make affirmative action work, because systems currently in use were not designed to accommodate these special measures. Existing practices must be changed and new practices must be developed and implemented to ensure the success of the Native Employment Policy.

4.4.1 Recommendations

Professional Categories

1. Specific professional categories should be removed from the targeting process during the current four-year plan. This does not suggest that planning not proceed but rather that these categories should be accommodated in a different manner. Most of the categories listed below cannot be trained in-house or within the current four-year mandate:

Doctors	Nurses
Lawyers	Teachers
Engineers	Architects

Dedicated Person Years

2. Departments should provide dedicated person years with human resource planning responsibilities and ensure a linkage with agencies who have similar responsibilities.

   It is recommended that one person year be dedicated for each five hundred employees within the department. Departments with less than five hundred employees should dedicate part of a person year.

   These person years should be found within existing resources.

Public Works Capital Construction Fund

3. The Department of Public Works and Highways should be allowed to provide affirmative action training in basic building trades through the use of existing capital construction funds. This would represent one major project for each region with training for five people per project each year for four years.

Public Works Training

4. The Department of Public Works and Highways, with the assistance of the Department of Education, should establish a Construction and Maintenance Management training program to train or upgrade existing or potential new employees for positions in Government, municipalities and private enterprise.

Government Services Training

5. The Department of Government Services should be allowed to use their revolving funds for the purpose of training staff.

Staff Development Training Cost Recovery

6. Departments should be prepared to purchase seats in training programs sponsored under the Department of Education's staff development program. It is recommended that each department designate a percentage of its base for this purpose.

Devolution

7. Before the transfer of programs (such as Forestry and Health) and their responsibilities takes place, a number of important issues must be dealt with.
   1. Resources currently being applied to federal affirmative action training and human resource development should be transferred to this Government to ensure our ability to respond to the expanded mandate.
   2. Any transfer agreements should make clear that programs transferred to this Government are subject to this Government's affirmative action policies.

Privatization

8. To ensure continued participation of native people it is recommended that a clause reflecting affirmative action be included in any tendering of services currently being delivered by government employees.

Contracts/Tendering

9. It is recommended that all contract tenders contain a clause that required the successful bidder to participate in affirmative action. Appropriate departments and agencies should review current practices to determine how this can be achieved.

4.5 SPECIAL MEASURES

Without special measures to accommodate equal employment, many of the departmental action plans at best will be unable to meet the policy expectations.

4.5.1 Recommendations

Cross-Cultural Seminars

1. Special cross-cultural orientation seminars should be delivered on a regular basis for new employees, both native and non-native.

Information/Promotion

2. Departments, in conjunction with the Equal Employment Directorate, should inform the general public about career opportunities within the Public Service.

Job Sharing

3. Departments should consider job-sharing as a viable alternative in employment of native people, particularly at the community level. Employing two people for the salary of one would promote skill development at reasonable cost.

APPENDIX I
NATIVE EMPLOYMENT POLICY

The Government of the Northwest Territories is committed to a Public Service that is competent and representative of the population it serves. To that end, the Government of the Northwest Territories will support and foster equity in employment and career development of aboriginal peoples indigenous to the Northwest Territories.

PRINCIPLES

1. The objective of the Government of the Northwest Territories is to establish a Public Service able to communicate in the recognized aboriginal languages of the Northwest Territories and reflecting the cultural composition of the population it serves.
2. Aboriginal peoples indigenous to the Northwest Territories will have equal access to employment, training and promotional opportunities in the Government of the Northwest Territories Public Service.
3. It is the responsibility of the Government of the Northwest Territories to encourage and facilitate the recruitment, hiring, training and promotion of aboriginal peoples indigenous to the Northwest Territories.
4. It is the responsibility of each aboriginal person, with the assistance of the Government of the Northwest Territories, to plan and initiate actions to take advantage of employment, training and promotional opportunities in the Territorial Public Service.
5. The Government of the Northwest Territories will take a leadership role in the development of Affirmative Action programs.
6. The Government of the Northwest Territories Public Service will institute an Affirmative Action program for aboriginal peoples indigenous to the Northwest Territories in order to meet this objective.
7. Affirmative Action will be an integral part of the human resource planning process throughout the Public Service.

Commissioner and
Chairman of the Executive Council

References
For elaboration of this policy refer to Directive.

APPENDIX II
NATIVE EMPLOYMENT PLANS DEPARTMENTAL SUMMARIES

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CULTURE AND COMMUNICATIONS

INTRODUCTION

This department includes the Language Bureau (made up of the Dene and Inuit language sections); the Cultural Affairs section; the Prince of Wales Northern Heritage Centre; the Library Services division; toponymic (place names) research officer; and the government's information distribution system (Public Affairs) and publication production and distribution system (Publications). The department is responsible for production of the Annual Report of the Government of the Northwest Territories and for publications produced by other departments.

SITUATION ANALYSIS

The Language Bureau, which provides native language translation services to government and the Legislative Assembly, already has many native people on staff, and will be expanded into the regions as well as headquarters. The Prince of Wales Northern Heritage Centre and the Library Services Division, while requiring specific academic qualifications and experience at senior levels, have identified training possibilities. No native people are currently employed in Administration, Public Affairs or Publications.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	#	%
84	26	31	110	50	45	112	55	49	114	59	52	114	66	58	40	27

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	24	5	4	7

Native people will be recruited and trained as vacancies occur, and for newly-created positions. This will be achieved through the normal channels of recruitment and staffing with the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons.

Train 1986/87 1987/88 1988/89 1989/90

Lower level positions will be used as manager trainee positions. The Career Development Program will be used to train a candidate for the Athapaskan Linguist position. One-year training positions will be established for other jobs. On-the-job training, combined with courses and academic training, will be used extensively. On-the-job field training has been provided on some Northern Heritage Centre projects, and will be used more extensively in the future.

Promote 1986/87 1987/88 1988/89 1989/90

Lower level positions will be used as manager trainee positions (i.e. Training Officer-Manager, Professional Services).

Within Library Services, trainees will work as Library Technician trainees before leaving to attend a certified training program. Each trainee who completes the program will then become a trainer for future Library Technicians.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Culture & Communications:				
Salaries & Wages	240	280	80	40
Person Years	6	7	2	1
O&M				
OJT				
Education Leave				
Other	62	106	35	15
	302	386	115	55

ECONOMIC DEVELOPMENT & TOURISM

INTRODUCTION

This department has responsibilities in encouraging, supporting and directing economic development in the N.W.T. It operates business development programs which assist small businesses in funding, expertise and assistance programs; administers special loan funds and funding agreements; supports tourism through co-ordinated strategies and co-operative marketing, and administers territorial parks.

SITUATION ANALYSIS

The department has reviewed its systems, policies and procedures; such review will be ongoing. A Co-ordinator of Training and Management Services was added in 1986, with the job of staff development and in particular the recruitment of native people as Area Economic Development Officers and Regional Tourism Officers. A major training initiative is being tested as a pilot project in 1986 in the Keewatin, involving training five A.E.D.O.'s, two R.T.O.'s, one Assistant Regional Superintendent and one Arts and Crafts Advisor trainee from the Baffin and Keewatin regions and headquarters in-house over two years. Job descriptions are being reviewed and adjusted.

The department will institute cross-cultural seminars and specific training for trainers. Training will primarily concentrate on term positions with ISTP positions attached for native trainees.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
120	27	23	130	33	25	125	47	38	122	65	53	122	71	58	44	36

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	6	14	16	6

Positions will be staffed on term as vacancies occur; all secretarial/administrative positions will be staffed through direct recruitment. Positions will be widely advertised. Entry level officer positions such as the A.E.D.O.'s and R.T.O.'s, the link between the department and the communities, will be an area of major concentration for native recruitment.

Train	1986/87	1987/88	1988/89	1989/90
	12	7	3	1

Most targeted positions will be staffed on a term basis with in-service trainees attached. The trainees will be upgraded to the required levels with on-the-job and institutional training. One position is being filled through Northern Careers. Trainers will be given specific training, particularly in the cross-cultural aspects of training trainers.

All native employees will be made aware of training opportunities; remedial training can be handled in-house by the Training Section.

Promote	1986/87	1987/88	1988/89	1989/90
			2	

Special attention will be given to promoting qualified native employees into targeted positions where possible. Reviews will be done a year before the target date and if necessary, upgrading will be provided for the targeted employee. Vacated positions due to promotion of a native employee will be filled with a native person.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Economic Development:				
Salaries & Wages	320	440	120	280
Person Years	8	11	3	7
O&M				
OJT	70	80	80	
Education Leave	60	40		
Other	65	70	27	38
Infrastructure				
	515	630	227	318

EDUCATION

INTRODUCTION

The Department of Education is responsible for the provision of elementary, secondary and advanced education programs to residents of the N.W.T.; special needs education and special services; student assistance programs, apprenticeship training and employment programs, production of learning materials; and the construction and operation of schools.

The department has a dual role, unlike most other departments. It is responsible for education and upgrading of the population as a whole, as well as being responsible as an employer for hiring, training and promoting native people.

SITUATION ANALYSIS

To upgrade skills generally, the department has extended grade 10 into the communities, expanded its college offerings, and increased access to on-the-job training programs. A grid salary structure has been put in place for adult educators, teacher trainees are now included in the N.W.T.T.A.'s membership, and TEP credits now are accepted by an affiliated university. Language centres have been created. Increased resources have been allocated to the In-Service Training Program, and native northerners are given preference in I.S.T.P. and I.S.A.P. and in the Education Leave Program.

The department will encourage more students to train as teachers, is providing field-based training for classroom assistants and through these steps and the TEP/EATEP system, hopes to bring 80 more native teachers into N.W.T schools by 1990.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
1401	523	37	1420	568	40	1440	614	43	1450	652	45	1455	701	48	178	11

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	43	46	42	49

Preference will be given to native northerners as vacancies occur, both at lower level and support positions and entry level officer positions vacated by native northerners who have been promoted. This will be achieved through the normal recruitment and staffing process of the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons.

Train	1986/87	1987/88	1988/89	1989/90
	13	2	3	1

The department plans to use the In-Service Training Program; training for promotion from within the department, the In-Service Apprenticeship program; the Education Leave Program to allow for professional development; and continue the Teacher Education Program. Many entry level officer positions are suitable for in-service trainees.

Promote	1986/87	1987/88	1988/89	1989/90
	2			

Native employees in entry and middle level non-teaching officer/manager positions will be professionally developed and encouraged to assume more responsible positions. Education leave and short term leave will be used to provide professional development training to prepare individuals for promotion.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Education:				
Salaries & Wages	320	320	120	120
Person Years	8	8	3	3
O&M				
OJT		30	30	32
Education Leave	40	20		
Other	60	55	42	23
Infrastructure				
	420	425	192	175

EXECUTIVE

INTRODUCTION

The Executive, unlike other departments in this Government, is an amalgamation of secretariats, bureaux, directorates and the Regional Executive offices. Administration required by these groups is provided by a small core of service people.

SITUATION ANALYSIS

The department proposes to target replacement employees from within the Government, through the Department of Personnel, as vacancies occur. With the start of the Revised Performance Review and Planning System in April, and the soon-to-be included Career and Successions Planning Directives developed by the Interdepartmental Staff Development Committee, the department plans to move GNWT native employees into these advanced positions to further their careers. The new processes and planning systems are especially designed to accomplish affirmative action programs and we intend to utilize them fully.

It is assumed that turnover of non-native staff will produce the needed vacancies at all levels; in-service training positions will be available if a vacancy does not exist at the entry level; qualified and interested native people will be available; and individuals will successfully complete coursework which provides professional training and qualifications necessary for promotion.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
127	37	31	123	45	37	125	54	43	126	65	52	126	70	56	33	25

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	8	8	10	4

This will be achieved through the normal channels of recruitment and staffing with the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons. Qualified candidates will be identified from Thebacha College.

Train	1986/87	1987/88	1988/89	1989/90
	2	2		

The department will be employing the In-Service Training Program to provide the resources to train. A request will also be made to the Northern Careers Program for one training position. Short term training for clerical staff; however, this is not included in the numbers above as full time training is only indicated there. These will include people at all levels including senior Hay Plan.

Promote	1986/87	1987/88	1988/89	1989/90
		1	1	1

It is the department's objective to provide at least one promotional opportunity each year beginning in 1987 to not only create career paths but to also open entry level positions for new entries.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Executive:				
Salaries & Wages	160	160	80	80
Person Years	4	4	2	2
O&M				
OJT	40	40		
Education Leave				
Other	48	38	11	11
	248	238	91	91

FINANCE

INTRODUCTION

The Department of Finance provides direction in financial management and basic financial services in support of government operations. It is responsible for preparing financial management information, proper control and reporting of government expenditures, collection and reporting of all revenues, and managing the Government Revenue Fund. The Department contains three major divisions — administration, treasury and comptrollership.

SITUATION ANALYSIS

Native people currently are employed as clerks, typists and data entry operators. Because there are few qualified native applicants for the officer/management group, training positions are necessary to obtain native employees at these levels. Entry level officer positions require at least grade 12 and two levels of either C.G.A. or C.M.A., or equivalent training, and senior and management positions require an accounting designation or specialized professional post-secondary education.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
112	17	15	123	22	18	123	28	23	123	33	27	123	38	31	21	16

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	5	6	5	5

This will be achieved through the normal channels of recruitment and staffing with the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons.

Job descriptions will be reviewed and qualifications standardized in 1986-87, and a tracking system covering training and development, educational leave, transfers and promotions will be developed and implemented in the Department in 1986-87.

Train	1986/87	1987/88	1988/89	1989/90
	2		1	

Clerical staff will be encouraged to take part in in-service training including enrollment in the C.G.A. or C.M.A. or related programs. Training positions consisting of on-the-job training and upgrading as needed will be developed for clerical staff.

Training positions will be developed for officer level entry positions. Individuals with management potential will be encouraged to attend university to complete their accountancy designation.

Promote	1986/87	1987/88	1988/89	1989/90

Clerical staff will be given opportunities for promotion as they obtain formal qualifications through training courses.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Finance:				
Salaries & Wages	240	240	120	120
Person Years	8	8	3	3
O&M				
OJT		10	10	10
Education Leave	20	40	20	
Other	51	64	48	16
	311	354	198	146

FINANCIAL MANAGEMENT SECRETARIAT

INTRODUCTION

This agency provides financial management information and advice to the Executive and senior levels of government. The Secretariat develops the government's five-year Operational Plan and yearly territorial budget.

The Secretariat has 19 person years, with all positions located in Yellowknife. Most positions are at the officer and manager level, and require a business-related university degree or professional designation or equivalent combination of education and experience. No native people are currently on staff.

SITUATION ANALYSIS

In 1986-87, the Secretariat aims to hire one native person in an administrative position, making its native representation 5% of total staff. In 1987-88, a second native person will be hired, at the officer level, as a Program Analyst. This will raise the Secretariat's percentage of native staff to 10%.

The Secretariat will prepare and provide on-the-job instruction for trainees; provide cross-cultural training for supervisors; provide training in employee counselling for managers; and keep all staff well-informed about the program and its objectives.

It is assumed that turnover of non-native staff will produce needed vacancies; that training positions will be provided; that qualified and interested native people will be available; and that necessary resources will be available.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
19	0	0	20	1	5	20	2	10	20	2	10	20	2	10	2	10

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	1	1		

This will be achieved through the normal channels of recruitment and staffing with the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons.

Train	1986/87	1987/88	1988/89	1989/90

If no suitable candidates are located (see above), two In-Service Training positions will be required and native people will be trained to fill the above-noted jobs. In the case of the Program Analyst position, the job will be underfilled until the trainee completes the necessary training.

Office space, and possibly extra equipment, will be needed for trainees. Additional funds for moving and accommodation costs may be needed for trainees hired outside Yellowknife, as the training and work will be done in Yellowknife.

Promote	1986/87	1987/88	1988/89	1989/90

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Financial Management Secretariat:				
Salaries & Wages	80	120	40	
Person Years	2	3	1	
O&M				
OJT				
Education Leave				
Other	13	21	13	
	93	141	93	

GOVERNMENT SERVICES

INTRODUCTION

This department includes a Finance division, Office Services division, Systems and Computer Services division, Supply Services division, Motor Vehicles division, Petroleum Products division, and the N.W.T. Liquor Commission. Departmental responsibilities range through purchasing goods and supplies for other departments; government communications and mail systems; acquisition and delivery of all computer equipment and services; issuing all driver licences and vehicle registrations; distributing petroleum products to communities without commercial distributors; purchasing, distributing and selling alcoholic beverages through liquor stores and agencies; and emergency measures services.

SITUATION ANALYSIS

The department wants to increase its native representation overall from 14% to 52% by 1990, and its percentage of native staff at the officer and manager levels from 20% to 52% by 1990.

As of December 31, 1985, the department's in-service training program consisted of 10 training positions including mail clerk (1), P.O.L. Officer (2), Purchasing Officers (3), Computer Operators (3), and Computer Programmers (2).

It is assumed that turnover of non-native staff will produce needed vacancies; that training positions will be provided; that trainers will be available; that qualified and interested native people will be available; and that adequate funding will be available to advertise, interview and recruit native applicants.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
231	34	15	241	47	20	244	68	28	246	95	39	246	126	51	92	37

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	13	21	27	31

This will be achieved through the normal channels of recruitment and staffing with the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons.

Train	1986/87	1987/88	1988/89	1989/90
	9	8		

In-service training positions will be used to increase native representation at the clerical, technical and management levels. Initiatives to encourage completion of high school and public administration related programs will be considered. Employees will be reimbursed course fees on successful completion of correspondence courses beyond those required by their jobs.

By the end of 1986-87, all job descriptions will be reviewed to ensure educational and technical requirements are related to jobs.

The F.M.B. will be asked to approve the establishment of training positions with Systems and Computer Services and Petroleum Products divisions to be funded out of revenues from the operation of these revolving funds.

Promote	1986/87	1987/88	1988/89	1989/90

Training and career development opportunities will be provided to native employees who wish promotion. Regional organizations will be amended to provide for an Assistant Superintendent, allowing a reasonable career path for native employees in the regions. Renewed efforts will be made to establish trainee positions for certain management positions.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Government Services:				
Salaries & Wages	360	680	1040	920
Person Years	9	17	26	23
O&M				
OJT	10			
Education Leave				
Other	37	86	211	255
	407	766	1251	1175

HEALTH

INTRODUCTION

The department provides, develops and enhances health services in the N.W.T. in conjunction with the federal Department of Health and Welfare. It administers the medical care and hospital insurance plan for N.W.T. residents, as well as extended medical benefits, the pharmacare program, the co-ordinated home care program, and programs covering extended, chronic and nursing home care. Other departmental responsibilities include medical transportation, health promotion, physician recruitment, family life education and the collection of health statistics.

SITUATION ANALYSIS

Native staff currently constitute 4.4% of the department's total staff. The department is reviewing the reasons for a low rate of applications for job competitions by native people. It is concerned about the lack of native students training in health-related fields, and the lack of native high school students taking prerequisite courses for health-related training. A "bridging" program currently is available for Dene, but not Inuit, students.

The department plans to fill positions going to competition with qualified native applicants, and to develop training positions.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
67	3	4	69	12	17	70	22	31	71	30	42	74	42	57	39	52

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	8	6	7	11

Recruitment efforts will be co-ordinated with others in the health care field, including the Health Careers Advisor Trainee and Northern Careers. Screening and selection will be done in co-operation with the Department of Personnel through its normal recruitment and staffing channels. Assistance will be expected from the Directorate's Talent Bank.

Train	1986/87	1987/88	1988/89	1989/90
		2		

Training positions will be created as a supplement to filling positions going to competition with qualified native applicants. Training should be co-ordinated with others in the health field. Guidance and employment counsellors will be given information about opportunities and educational requirements for health-related careers. Native students will be sponsored for training in the health care field.

Promote	1986/87	1987/88	1988/89	1989/90
	1	4	1	1

An activity of the Equal Employment Directorate in consultation with the Department of Health.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Health:				
Salaries & Wages	160	160	80	80
Person Years	4	4	2	2
O&M				
OJT	80	80	80	
Education Leave				
Other	86	86	72	57
Infrastructure				
	326	326	232	137

JUSTICE AND PUBLIC SERVICES

INTRODUCTION

The Department of Justice provides overall guidance and direction to ensure that statutory obligations are met; provides legal services and advice to all departments, secretariats, several boards, and the N.W.T. Housing Corporation; prepares all territorial legislation; provides administrative and technical support to the courts; carries out the function of public trustee; maintains a land registry and legal registries; provides legal aid services to eligible N.W.T. residents; provides consumer, labour and safety services in the areas of fire safety, occupational health and safety, mechanical and electrical safety; and provides mining inspection services.

SITUATION ANALYSIS

Of the 134 people currently on staff, four are native people. A review of current systems, policies and procedures identified four general categories of employment, three of them specialized or requiring academic or technical qualifications. Job descriptions are being reviewed and will be reviewed again as positions are vacated. Native people will be encouraged to apply for positions, and information will be distributed widely on targeted positions. Seminars, workshops and counselling services will be provided for new employees.

It is assumed that turnover rate annually will be approximately 10%; that current turnover trends in the Administration Services category will continue; and that vacancies will be filled by qualified persons.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	#	%
134	4	3	142	17	12	142	37	26	142	56	39	142	69	49	65	46

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	13	20	19	13

The department plans to work closely with the Department of Personnel and its regional offices to identify suitable native candidates. It also will develop and distribute information and related material on available targeted positions. Counselling services, departmental workshops and in-service seminars will be developed for new staff.

Train	1986/87	1987/88	1988/89	1989/90
	7	2		

The department plans to make extensive use of the In-Service Training Program, filling positions on a term basis and attaching a training position. Trainees then will fill the position when the term is completed. These are positions in which skills can be acquired on-the-job rather than those in which formal academic or technical skills and training are required.

Promote	1986/87	1987/88	1988/89	1989/90

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Justice:				
Salaries & Wages	120	480	640	280
Person Years	3	12	16	7
O&M				
OJT				
Education Leave				
Other	16	64	75	86
Infrastructure				
	136	544	715	366

LEGISLATIVE ASSEMBLY

INTRODUCTION

The Legislative Assembly office is responsible for serving the elected members of the Legislative Assembly; for ensuring the smooth and efficient functioning of the Assembly during sessions of the Legislature; for facilitating the operation of Standing and Special Committees of the Legislature; for administering the Members' retiring allowances; and for ensuring the public is kept informed of the activities of the Legislative Assembly as required.

SITUATION ANALYSIS

The Legislative Assembly has 16 positions: senior management, 1; middle management, 2; supervisory, 4; and administration, 9. Five native people were on staff as of December, 1985, for a native staff percentage of 31.3%. One of these positions is at the middle management level, while the others are at the administration level.

While all positions are possible target positions if vacancies occur, six positions (three at the supervisory level and three at the administration level) have been confirmed as target positions when vacancies occur.

It is assumed that turnover of non-native staff will produce needed vacancies; that training positions will be provided as required; that trainers will be available; that qualified and interested native people will be available; and that necessary resources will be available.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	#	%
16	5	31	16	6	38	16	9	56	16	11	69	16	15	94	10	63

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	1	3	2	4

This will be achieved through the normal channels of recruitment and staffing with the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons.

Train	1986/87	1987/88	1988/89	1989/90
	1	2		

In-service training positions will be used; the need for such positions will be assessed annually and this information will be passed on to the Department of Education. Those staff acting as trainers will receive appropriate training (Training for Trainers Workshop) and will be given time and resources to prepare and provide on-the-job training. Managers will be provided with training in employee counselling.

Promote	1986/87	1987/88	1988/89	1989/90

Training and career development will be provided to native employees who show potential and aspire to more senior positions.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Legislative Assembly:				
Salaries & Wages	40	80	80	40
Person Years	1	2	2	1
O&M				
OJT				
Education Leave				
Other	18	30	30	18
	58	110	110	58

LOCAL GOVERNMENT

INTRODUCTION

The department is highly decentralized, with more than 50% of its positions allocated to the five administrative regions. The department is responsible for community planning and development, municipal affairs, sport and recreation programs, community airports and for developing policy and legislation on local government matters.

SITUATION ANALYSIS

The current percentage of native employment in the department is approximately 25%. A review of the department's classification, recruitment, selection and post-selection procedures has indicated that many job descriptions should be rewritten to reflect experience and relevant skills such as aboriginal language ability. The department intends to introduce an orientation course for all new employees.

It is assumed that staff housing, office furniture and equipment and necessary funding to support trainees will be made available; that support will be provided for trainers; that as positions become vacant, they will be filled by qualified native persons; that candidates for officer-level positions will be able to receive basic academic upgrading; and that all positions advertised will be done on a term basis coordinated with the length of the training program.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	#	%
163	39	24	173	52	30	181	68	38	183	85	46	181	102	56	64	32

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	12	15	18	17

Promote	1986/87	1987/88	1988/89	1989/90
	1	1		1

The department will improve native peoples' competitive position by expanding training programs such as the Recreation Leaders training course and Airport Maintainer and Observer/Communicator courses and by establishing lower level entry positions in some job categories. New emphasis will be placed on increasing development and training opportunities for community residents.

Several senior level Directorate positions including two Regional Superintendent positions are to be filled by native people before 1990. Some employees will receive on-the-job training and then will be promoted; others will receive on-the-job training after promotion.

Train	1986/87	1987/88	1988/89	1989/90
	25	4		

Competency profiles will be developed for all positions and training modules developed for each competency. While internal training programs will be developed and used, the department also will rely heavily on the In-Service Training Program. Training needs of current trainees, interested entry level staff at the local community level and current entry level staff in the department will be assessed, and individual training plans developed. The department will look at sponsorship possibilities for native students in academic programs in civil engineering technology, general engineering and surveying.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Local Government:				
Salaries & Wages	680	800	280	160
Person Years	17	20	7	4
O&M				
OJT	30	25		
Education Leave	40			
Other	242	166	126	68
	992	991	406	228

N.W.T. HOUSING CORPORATION

INTRODUCTION

The N.W.T. Housing Corporation is responsible for the provision and maintenance of social housing and encouragement of private housing in N.W.T. communities. It includes three divisions: Programs and Planning, Construction and Development, and Finance and Administration. Six District Offices deliver programs to the local communities through forty-one Housing Associations and four Housing Authorities.

SITUATION ANALYSIS

The Corporation wants to increase native representation at management, officer and administrative levels by 50% as of 1990, and to increase overall native representation to 25% by 1988 and 50% by 1990.

Employees hired from the south will be hired on a term basis, with native employees expected to replace them when the contract expires. A person will be hired as a counsellor and evaluator of the program's success. The Corporation will discuss and support affirmative action through workshops, seminars and staff meetings. The Corporation will continue to work with Boards of Directors of Housing Associations and Authorities to recruit and train native staff.

It is assumed that the current rate of staff turnover will continue; that more in-service training positions will be provided; that qualified native people will be available; that housing will be available in the six district locations; and that human, physical and financial resources will be available as required.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	#	%
128	12	9	156	60	38	156	66	42	157	77	49	157	94	60	82	50

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	47	5	10	17

This will be achieved through the normal recruitment and staffing process of the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons. Housing Associations and Authorities will be used to recruit suitable candidates.

Train	1986/87	1987/88	1988/89	1989/90
	11	7	1	

Extensive use will be made of the In-Service Training Program. Native trainees will be paired with other staff hired on a term basis and will fill the position at the end of the term.

Promote	1986/87	1987/88	1988/89	1989/90

Native employees will be considered for promotion as vacancies occur.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
N.W.T.H.C.:				
Salaries & Wages	200	480	640	320
Person Years	5	12	16	8
O&M				
OJT				
Education Leave				
Other	77	236	296	185
Infrastructure				
	277	716	936	505

PERSONNEL

INTRODUCTION

The Department of Personnel is responsible for the planning and coordination of personnel management within the Government of the N.W.T. The Department is composed of four divisions. The Personnel Services division is responsible for delivering recruitment and job evaluation services to departments and agencies. The division implements the Native Employment Policy. The Staff Relations division provides guidance to the Government of the N.W.T. on collective agreements and other legislation that impacts on employees, etc. The Manpower Planning division is charged with the responsibility to establish a skilled, stable and productive workforce. The Finance and Administration division provides financial, administrative and information services to the department.

SITUATION ANALYSIS

Over the period covered by the affirmative action plan, the major objectives of the Department for native employment are:

	Evaluation Criteria
1. Increase native representation at Hay Plan management levels.	From 0% to 25-50% in 2-5 years.
2. Increase native representation at officer levels.	From 30-60% in 2-5 years.
3. Increase overall native representation in the department.	From 28% to 45-60% in 2-5 years.
4. Provide training and career development to those native employees who show potential and aspire to more senior positions.	All native employees with potential and aspirations in development programs.
5. Provide cross-cultural training for all supervisory and key officer level staff.	All current staff provided training within 2 years and all new staff within 1 year of hire.
6. Review and modify all departmental policies and procedures that impact on recruitment of native employees.	All necessary modifications completed by end of fiscal 86/87.

Assumptions:

1. Turnover of non-native staff will produce the needed vacancies at various levels.
2. Training positions will be provided.
3. Trainers will be available.
4. Qualified and interested native people will be available.
5. Resources will be available.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
68	20	29	71	25	35	71	28	39	71	35	49	72	40	56	20	26

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	5	3	6	4

This will be achieved through normal staffing. It is expected that assistance will be provided by the Equal Employment Directorate in seeking out and finding suitable native persons.

Train	1986/87	1987/88	1988/89	1989/90
	8	2	1	

They will be employing the in-service training program to provide the necessary resources. It is expected that the Department of Education will provide training for the trainers.

Promote	1986/87	1987/88	1988/89	1989/90
			1	1

It is expected that native employees will move into more senior positions to promote career opportunities and to make room at the entry level for new hires.

Proposed Budget	1986/87	1987/88	1988/89	1989/90
Personnel:				
Salaries & Wages	280	360	280	160
Person Years	7	9	7	4
O&M				
OJT				
Education Leave				
Other	97	69	46	30
	377	429	326	190

PUBLIC WORKS AND HIGHWAYS

INTRODUCTION

The department is responsible for design, construction, acquisitions, maintenance and operation of buildings, works and equipment required by other GNWT departments in delivering their programs and services; for the delivery of highways and ferry programs; and for providing a property management service to the GNWT. It is primarily a service department to other GNWT departments and agencies.

SITUATION ANALYSIS

In 1985-86, native employees (51 permanent, 58 apprentice, and 599 casual) made up 68% of the department's total staff. The department's policy of involving local labour on construction projects at the community level helps increase native northerners' employment opportunities in their communities.

A classification review of major job categories, including Trades, Labour, Technologist/Technician and Architectural and Engineering categories, has ensured that only the minimum education/experience qualifications are listed for each position.

Currently, 39 N.W.T. students are enrolled in post-secondary architectural, engineering or technologist programs. However, few native students seem to be taking prerequisite high school courses for entrance into architects/engineer or technologist programs.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
588	209	36	588	220	37	588	240	41	588	268	46	589	293	50	84	14

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	11	20	28	25

This will be achieved both through the department's local involvement program and through the normal recruitment and staffing process of the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons. The department also plans to do extensive work at the high school level to encourage students to enroll in prerequisite courses.

Train	1986/87	1987/88	1988/89	1989/90
	40			

The Apprenticeship Program remains the major program for training entry level staff in the Tradesmen categories. The existing Trades Helper positions will be used to employ and train native people and give them a chance to better select the appropriate Apprenticeship Program. Plans have been developed to address native employment and training opportunities at the community level, to be implemented through the department's capital projects. A variety of upgrading and training programs within the department will be supplemented by use of the In-Service Training Program.

Promote	1986/87	1987/88	1988/89	1989/90

In the Trades area, native people will be trained to assume more senior positions in the department and will be replaced by trained entry level replacements coming out of the Apprenticeship Program.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Public Works:				
Salaries & Wages	950	1430	1510	1070
Person Years	22	31	36	25
O&M				
OJT				
Education Leave				
Other	309	319	143	114
Infrastructure				
	1259	1749	1653	1184

RENEWABLE RESOURCES

INTRODUCTION

This department is responsible for managing wildlife through sound conservation techniques, in consultation with hunters and trappers; developing the renewable resource economy and promoting an understanding of conservation; environmental planning and assessment, including land use planning in co-operation with native groups and the federal government; and pollution control prevention, monitoring and enforcement.

SITUATION ANALYSIS

As of December, 1985, 36 of the department's 130 positions were filled by native people (26%). By 1990, the department expects native people to hold 39 of 79 regional positions and 22 of the 73 headquarters positions.

The department requires fluency in the local dialect as a prerequisite for the Assistant Renewable Resource Officer and regional support positions. Native graduates of the Renewable Resource Training Program are given preference in Renewable Resource Officer positions. Preference is given to native people where minimal qualifications of a position are met.

The department plans to use the In-Service Training Program, educational leave, on-the-job training, and casual employment supplemented by training funds to hire and train more native employees.

It is assumed that all divisions and regions will provide employment opportunities where possible through attrition and use of term positions; that accommodation and office infrastructure will be provided; that necessary funding will be available; and that person years will not increase above those identified in the five-year operational plan.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
141	38	27	148	45	30	152	50	33	152	55	36	152	64	42	26	15

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	6	5	5	9

Graduates of the Renewable Resource Training Program will be hired, and the department will continue to work closely with the R.R.T.P. at Thebacha College. Native preference policies will continue to be applied. The normal recruitment and staffing process of the Department of Personnel, and the Directorate's Talent Bank, will be used to locate suitable candidates.

Train	1986/87	1987/88	1988/89	1989/90
	6	3	2	

The department will continue to take advantage of the Renewable Resource Training Program, and will continue to use the In-Service Training Program, educational leave, on-the-job training, and casual and summer employment combined with training funds.

Promote	1986/87	1987/88	1988/89	1989/90
	1			

Career development, educational leave, on-the-job training and ISTP will continue to be used to enable promotion from within the department. Preference in senior or managerial posts will be given to current staff.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Renewable Resources:				
Salaries & Wages	160	200	160	120
Person Years	4	5	4	3
O&M				
OJT		38		40
Education Leave				
Other	17	24	44	20
Infrastructure				
	177	262	204	180

SOCIAL SERVICES

INTRODUCTION

The department provides social services in the areas of family and childrens' services, services for the aged and handicapped and financial assistance services, and operates the corrections and alcohol and drug programs.

SITUATION ANALYSIS

The department has a high turnover of staff, particularly native staff. Native people with degrees in social work have moved to other departments in recent years. The department is concerned about the low numbers of native graduates of Arctic College's Social Work Program.

The department will review its systems, policies, procedures, existing job descriptions, position competition posters, and classification structures to remove discriminatory aspects and will attempt to determine why few native people apply for social service position competitions.

It is assumed that the department's mandate, principles and goals will not be compromised; that priority will be given to qualified target group members in hiring, training and promotion within the department; that existing staff will not be displaced; that the affirmative action plan will be linked with the department's human resource plan.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	Total Pos.	Natives #	Natives %	#	%
345	131	38	361	150	42	375	177	47	384	208	54	392	240	61	110	23

NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	14	25	22	35

This will be achieved through the normal recruitment and staffing process of the Department of Personnel. Assistance will be expected from the Equal Employment Directorate in finding suitable native persons. The department has developed a Native Employment Plan. Recruiting also will involve Arctic College students.

Train	1986/87	1987/88	1988/89	1989/90
	14	12	2	

The In-Service Training Program will be used extensively, and individual training plans will be developed. Some trainees will be hired from Arctic College and given on-the-job training. The Northern Careers Training Program will be used. Some positions will be filled on a term basis until a native trainee has completed training.

Promote	1986/87	1987/88	1988/89	1989/90

Individual training plans will be developed to move native people into more senior positions.

Proposed Budget

	1986/87	1987/88	1988/89	1989/90
Social Services:				
Salaries & Wages	520	720	440	160
Person Years	13	18	11	4
O&M				
OJT		72		
Education Leave	80	60	60	60
Other	228	398	412	112
Infrastructure				
	828	1250	912	332

WORKERS' COMPENSATION BOARD

INTRODUCTION

The WCB is responsible for compensating workers for wage loss due to disability arising from accidents occuring during employment. Protection is extended to all accidents arising from employment rather than just those caused by employer negligence. The WCB adjudicates claims rather than the courts, and makes employer's liability collective rather than individual.

SITUATION ANALYSIS

The WCB will use the Equal Employment Directorate's Talent Bank and will contact the high schools and Thebacha College for prospective native employees. It will work closely with Training Services to relate training courses to employee needs. Guidance and counselling will be provided to native employees who show potential. Committees will be established to provide support to native people entering the public service, and use will be made of support mechanisms offered by other departments. A comprehensive orientation program will be developed for employees.

NUMERICAL OBJECTIVES AND TIMETABLES

Actual 1985			1986/87			1987/88			1988/89			1989/90			Change 1985-90	
Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	Total Pos.	Natives #	%	#	%
51	4	8	51	9	18	52	15	29	53	20	38	53	32	60	28	53

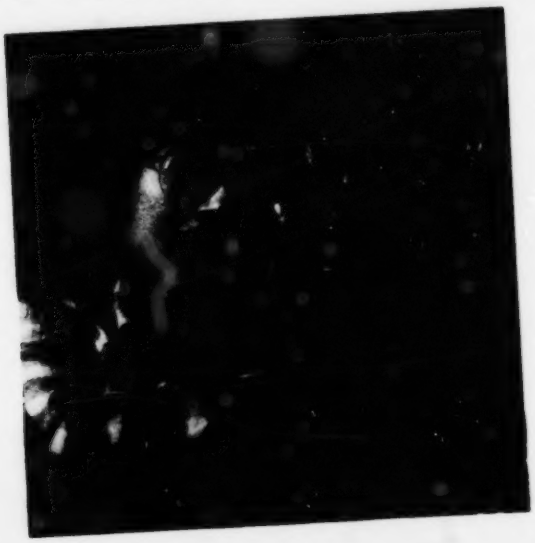
NON-NUMERICAL OBJECTIVES

Hire	1986/87	1987/88	1988/89	1989/90
	5	7	4	10

This will be achieved through the normal staffing and recruitment process of the Department of Personnel. The Equal Employment Directorate's Talent Bank, and Thebacha College and high schools, will be canvassed for suitable native applicants.

Train	1986/87	1987/88	1988/89	1989/90
		1		

The WCB will work closely with Training Services to develop individualized training programs through the In-Service Training Program.



Promote	1986/87	1987/88	1988/89	1989/90
			1	2

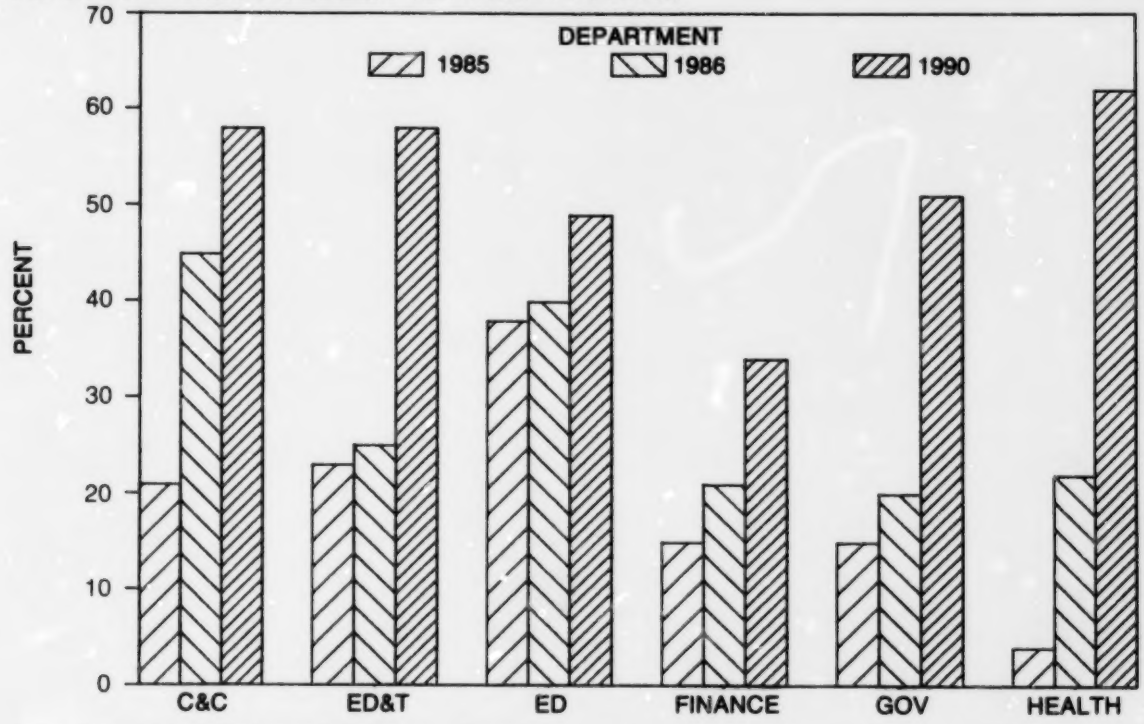
The Board has demonstrated its willingness to promote existing native employees who are performing well and demonstrate the potential and desire to move into new areas of responsibility. This has happened in 3 past cases. By taking courses and on-the-job training, these employees soon reached the qualified level. Periodic reviews of employees will be done for promotion or transfer purposes.

Proposed Budget

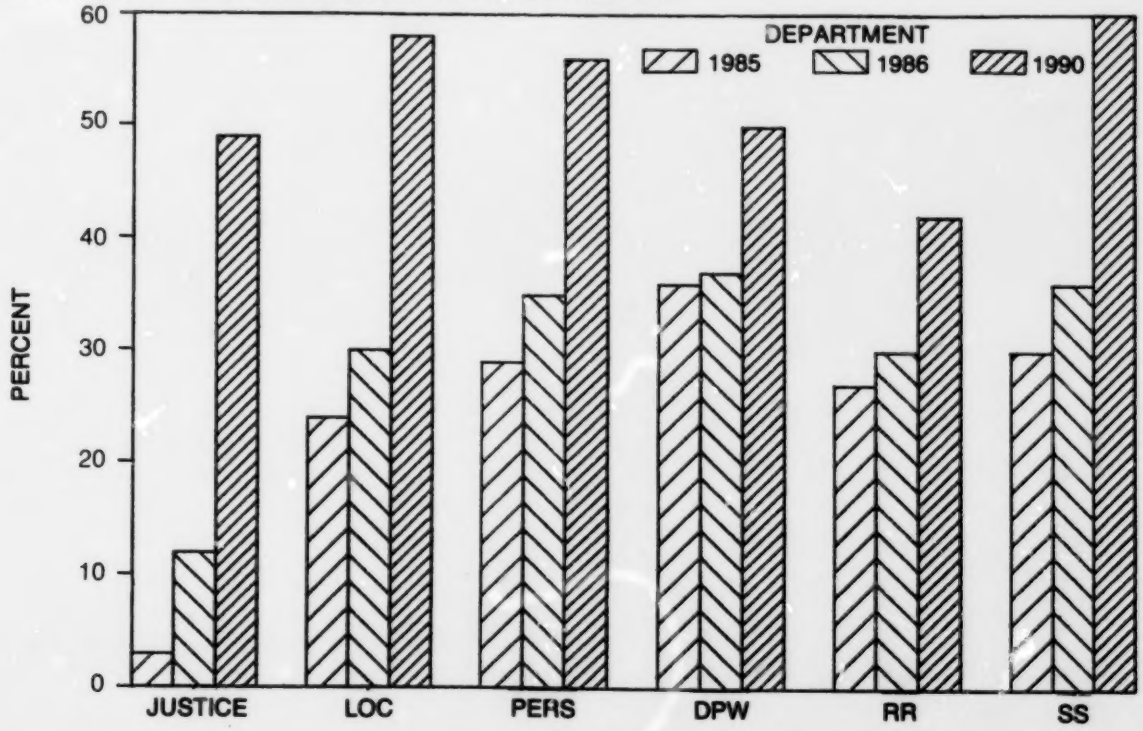
	1986/87	1987/88	1988/89	1989/90
WCB:				
Salaries & Wages	40	80	40	
Person Years	1	2	1	
O&M				
OJT	20	20	20	10
Education Leave				
Other	10	14	16	12
Infrastructure				
	70	114	76	22

APPENDIX III

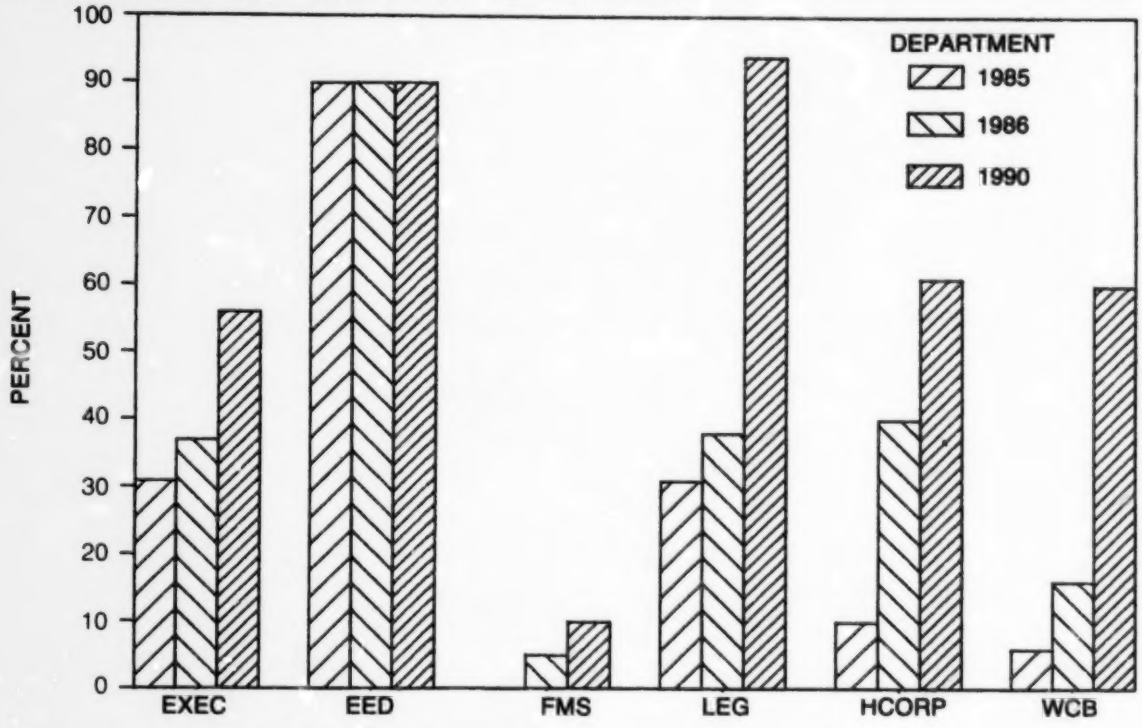
NATIVE REPRESENTATION 1985-1990



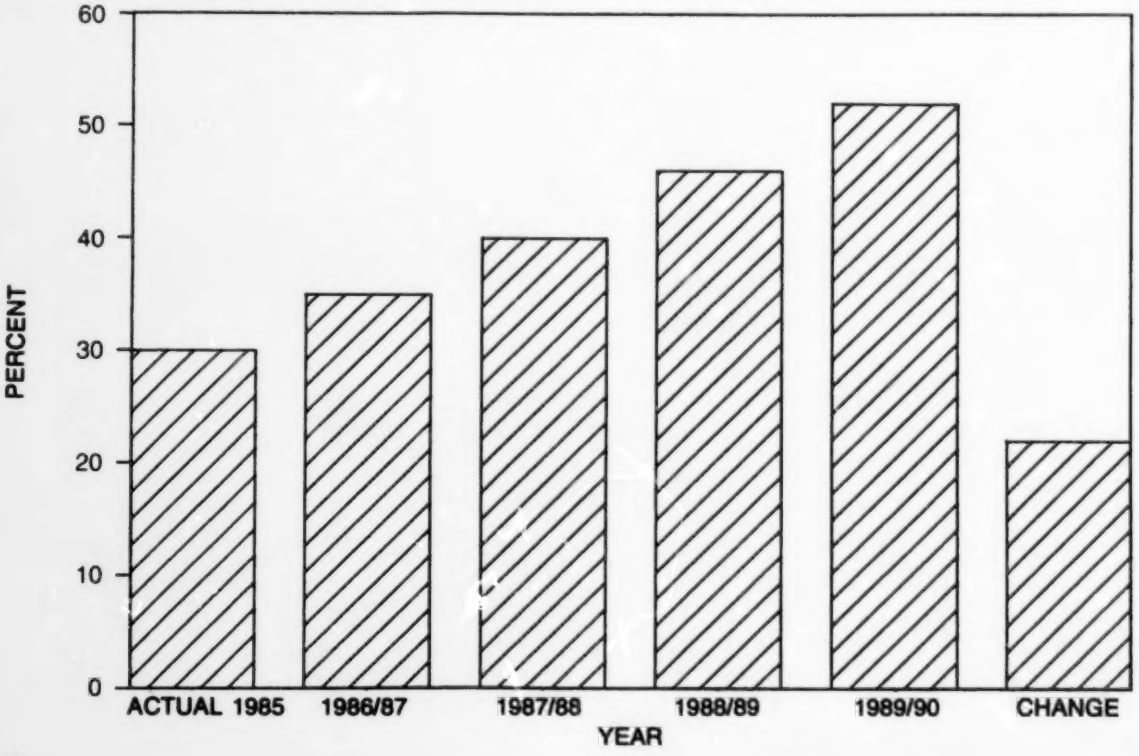
NATIVE REPRESENTATION 1985-1990



NATIVE REPRESENTATION 1985-1990



GNWT PUBLIC SERVICE NATIVE REPRESENTATION



APPENDIX IV PUBLIC SERVICE-WIDE TARGETS

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN FOR NATIVE EMPLOYMENT

TABLE 1
NORTHWEST TERRITORIES PUBLIC SERVICE

DEPARTMENT	ACTUAL (Dec. 86)			1986 - 1987						1987 - 1988						1988-1989						1989-1990						CHANGE FROM 1985 TO 1990	
	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	#	%
Culture & Communications	84	26	31%		24		110	50	45%		5		112	55	49%		4		114	59	52%		7		114	66	58%	40	27%
Economic Development & Tourism	120	27	23%	12	6		130	33	25%	7	14		125	47	38%	3	16	2	122	65	53%	1	6		122	71	58%	44	36%
Education	1401	523	37%	13	43	2	1420	568	40%	2	46		1440	614	43%	3	42		1450	652	45%	1	49		1455	701	48%	178	11%
Finance	112	17	15%	2	5		123	22	18%		6		123	28	23%	1	5		123	33	27%		5		123	38	31%	21	16%
Government Services	231	34	15%	9	13		241	47	20%	8	21		244	68	28%		27		246	95	39%		31		246	126	51%	92	37%
Health	67	3	4%		8	1	69	12	17%	2	6	4	70	22	31%		7	1	71	30	42%		11	1	74	42	57%	39	52%
Justice	134	4	3%	7	13		142	17	12%	2	20		142	37	26%		19		142	56	39%		13		142	69	49%	65	46%
Local Government	163	39	24%	25	12	1	173	52	30%	4	15	1	181	68	38%		18		183	86	46%		17	1	181	102	56%	84	32%
Personnel	68	20	29%	8	5		71	25	35%	2	3		71	28	39%	1	6	1	71	35	49%		4	1	72	40	56%	20	28%
Public Works & Highways	588	209	36%	40	11		588	220	37%		20		588	240	41%		28		588	268	46%		25		589	293	50%	84	14%
Renewable Resources	141	38	27%	6	6	1	148	45	30%	3	5		152	50	33%	2	5		152	55	36%		9		152	64	42%	26	15%
Social Services	345	131	38%	14	14		361	150	42%	12	25		375	177	47%	2	22		384	208	54%		35		392	240	61%	110	23%
Executive	121	37	31%	2	8		123	45	37%	2	8	1	125	54	43%		10	1	126	65	52%		4	1	126	70	56%	33	25%
Equal Employment Directorate	10	9	90%				10	9	90%				10	9	90%				10	9	90%				10	9	90%	0	0%
Financial Management Secretariat	19	0	0%		1		20	1	5%		1		20	2	10%				20	2	10%				20	2	10%	2	10%
Legislative Assembly	16	5	31%	1	1		16	6	38%	2	3		16	9	56%		2		16	11	69%		4		16	15	94%	10	63%
N.W.T. Housing Corporation	126	12	9%	11	47		156	60	38%	7	5		156	66	42%	1	10		157	77	49%		17		157	94	60%	82	50%
Workers' Compensation Board	51	4	8%		5		51	9	18%	1	7		52	15	29%		4	1	53	20	38%		10	2	53	32	60%	28	53%
N.W.T. Public Service Total	3799	1138	30%	150	222	5	3952	1371	35%	54	210	6	4002	1589	40%	13	225	6	4028	1825	45%	2	247	6	4044	2074	51%	938	21%

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN FOR NATIVE EMPLOYMENT

TARGETS BY CATEGORY — NORTHWEST TERRITORIES PUBLIC SERVICE

CATEGORY GROUP	ACTUAL (Dec. 85)			1986-1987						1987-1988						1988-1989						1989-1990						CHANGE 1985-1990 NATIVE DISTRIBUTION	
	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	TRAIN #	HIRE #	PROM. #	TOTAL # OF POSIT	NATIVES #	NATIVES %	#	%
AS AF	67	2	3%	7	0	0	75	2	3%	3	5	0	75	7	9%	1	7	0	74	13	18%	0	11	1	75	24	32%	22	29%
AS AU	18	0	0%	0	1	0	18	1	6%	0	0	1	18	2	11%	0	0	1	18	3	17%	0	0	1	18	4	22%	4	22%
AS BF	9	0	0%				10	0	0%		1		10	1	10%				10	1	10%				10	1	10%	1	10%
AS CK	374	69	18%	4	35	1	382	105	27%	3	45	3	384	152	40%	0	53	1	386	208	54%	0	36	1	387	243	63%	175	44%
AS CR	1	0	0%				1	0	0%				1	0	0%				1	0	0%				1	0	0%	0	0%
AS DE	1	0	0%				1	0	0%				1	0	0%				1	0	0%				1	0	0%	0	0%
AS GA	119	27	23%	16	2	0	123	29	24%	2	11	0	125	40	32%	0	14	0	125	53	42%	0	17	1	125	71	57%	44	34%
AS PA	23	6	26%	3	4	0	24	10	42%	0	0	0	24	10	42%	1	2	0	24	12	50%	0	0	0	24	12	50%	6	24%
AS PE	119	7	6%	4	1	2	136	12	9%	10	8	0	141	19	13%	1	2	0	142	26	18%	0	18	0	144	41	28%	34	23%
AS PM	8	0	0%	1			8	0	0%				8	0	0%		1		8	1	13%				8	1	13%	1	13%
AS PS	22	6	27%	1	2	0	24	8	33%	1	3	0	25	11	44%	0	3	0	26	14	54%	0	2	0	26	16	62%	10	34%
AS ST	262	90	34%	1	29	0	278	119	43%	0	32	0	280	150	54%	0	25	1	282	176	62%	0	12	0	283	190	67%	101	33%
AS XS	37	4	11%	0	3	1	37	8	22%	0	1	1	37	10	27%	0	3	0	37	13	35%	0	4	1	37	18	49%	14	38%
Total AS	1060	211	20%	37	77	4	1117	294	26%	19	104	5	1129	402	36%	3	110	3	1134	520	46%	0	100	5	1139	621	55%	412	35%
Apprentices	64	58	91%		2		64	60	94%		1		64	61	95%		1		64	62	97%				64	62	97%	4	6%
Executive	4	0	0%				4	0	0%				4	0	0%				4	0	0%				4	0	0%	0	0%
Forestry	0	0	NA				0	0	NA				0	0	NA				0	0	NA				0	0	NA	0	NA
GL DC	129	102	79%	0	2	0	130	104	80%	0	0	0	129	104	81%	0	2	0	130	106	82%	0	1	0	130	107	82%	5	3%
GL MW	14	8	57%		1		14	9	64%		2		14	11	79%		1		14	12	86%		2		14	14	100%	6	43%
Total GL	143	110	77%	0	3	0	144	113	78%	0	2	0	143	115	80%	0	3	0	144	118	82%	0	3	0	144	121	84%	11	7%
May plan	190	12	6%	14	7	0	194	19	10%	11	9	0	197	28	14%	1	13	1	197	41	21%	0	10	0	195	51	26%	39	20%
PD AL	19	4	21%	8	1	0	20	5	25%	0	2	0	22	7	32%	0	2	0	24	8	33%	0	6	1	24	14	58%	10	37%
PD CC	54	23	43%	3	4	0	57	29	51%	0	8	0	66	38	58%	0	4	0	71	42	59%	0	6	0	76	48	63%	25	21%
PD CX	66	26	39%	0	3	0	71	29	41%	0	3	0	73	37	51%	0	0	0	73	41	56%	0	2	0	73	45	62%	19	22%
PD DA	1	1	100%				1	1	100%				1	1	100%				1	1	100%				1	1	100%	0	0%
PD DS	111	17	15%	7	9	0	115	26	23%	1	4	0	115	30	26%	0	8	0	117	38	32%	0	19	0	118	57	48%	40	33%
PD EC	66	14	21%	9	4	0	74	18	24%	4	5	0	72	23	32%	2	14	2	70	39	56%	1	4	0	70	43	61%	29	40%
PD ES	191	148	77%	6	3	0	194	151	78%	0	5	0	201	156	78%	0	4	0	204	160	78%	0	1	0	205	161	79%	13	1%
PD IF	13	0	0%	2	1	0	12	1	8%	2	0	0	12	1	8%	0	2	0	12	3	25%	0	2	0	12	5	42%	5	42%
PD IN	8	0	0%		1		8	1	13%				8	1	13%		1		8	2	25%				8	2	25%	1	13%
PD IS	164	67	41%	11	7	0	167	76	46%	4	8	0	168	82	49%	3	10	0	169	90	53%	1	16	0	171	107	63%	40	22%
PD LO	48	18	38%	6	5	0	49	23	47%	2	1	1	50	25	50%	0	5	0	50	30	60%	0	4	0	50	34	68%	16	31%
PD MG	6	1	17%				6	1	17%		1		6	1	17%				6	1	17%		1		6	1	17%	0	0%
PD TS	23	22	96%	0	18	0	40	40	100%	0	1	0	41	41	100%	0	0	0	41	41	100%	0	0	0	41	41	100%	19	4%
PD WC	15	1	7%	0	0	0	15	1	7%	0	1	0	15	2	13%	0	2	0	16	4	25%	0	3	0	16	7	44%	6	37%
PD WO	52	23	44%	2	0	1	53	24	45%	1	1	0	54	25	46%	2	1	0	54	26	48%	0	4	0	54	30	56%	7	11%
Total PD	837	365	44%	54	56	1	882	426	48%	14	40	1	904	470	52%	7	53	2	916	526	57%	2	69	1	927	597	64%	232	21%

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN FOR NATIVE EMPLOYMENT

TARGETS BY CATEGORY — NORTHWEST TERRITORIES PUBLIC SERVICE

CATEGORY GROUP		ACTUAL (Dec. 85)			1986-1987						1987-1988						1988-1989						1989-1990						CHANGE 1985-1990
		TOTAL # OF POSIT	NATIVES		TRAIN	HIRE	PROM	TOTAL # OF POSIT	NATIVES		TRAIN	HIRE	PROM	TOTAL # OF POSIT	NATIVES		TRAIN	HIRE	PROM	TOTAL # OF POSIT	NATIVES		TRAIN	HIRE	PROM	TOTAL # OF POSIT	NATIVES		NATIVE DISTRIBUTION
			#	%	#	#	#		#	%	#	#	#		#	%	#	#	#		#	%	#	#	#		#	%	#	%
TK	AE	150	4	3%	3	9	0	152	13	9%	5	0	0	152	13	9%	1	4	0	153	17	11%	0	9	0	153	26	17%	22	14%
TK	CO	34	6	18%	2	5	0	39	12	31%	0	7	0	41	18	44%	0	3	0	43	21	49%	0	4	0	43	25	58%	19	40%
TK	CS	28	1	4%	0	0	0	29	1	3%	2	1	0	29	2	7%	0	0	0	29	2	7%	0	2	0	29	4	14%	3	10%
TK	IR	32	0	0%	1	3	0	34	3	9%	0	2	0	34	5	15%	0	2	0	34	7	21%	0	0	0	34	7	21%	7	21%
TK	PO	54	2	4%	2	1	0	54	3	6%	1	2	0	54	5	9%	1	1	0	54	6	11%	0	3	0	56	9	16%	7	13%
Total TK		298	13	4%	8	18	0	308	32	10%	8	12	0	310	43	14%	2	10	0	313	53	17%	0	18	0	314	71	23%	58	18%
TR	AO	5	5	100%	0	0	0	5	5	100%	0	0	0	5	5	100%	0	0	0	5	5	100%	0	0	0	5	5	100%	0	0%
TR	FT	92	32	35%	16	0	0	92	32	35%	0	1	0	93	33	36%	0	8	0	92	41	45%	0	9	0	93	50	54%	18	19%
TR	GT	180	80	44%	15	30	0	206	110	53%	0	7	0	208	117	56%	0	7	0	209	124	59%	0	8	0	209	132	63%	52	19%
TR	OT	53	25	47%	4	1	0	53	26	49%	0	1	0	53	27	51%	0	1	0	53	28	53%	0	1	0	53	29	55%	4	8%
Total TR		330	142	43%	35	31	0	358	173	48%	0	9	0	359	182	51%	0	16	0	359	198	55%	0	18	0	360	216	60%	74	17%
Tchrs/Princ		653	78	12%		24		655	102	16%		29		657	131	20%		17		662	148	22%		26		662	174	26%	96	14%
Trainees		193	143	74%		1		190	142	75%				192	142	74%		1		191	141	74%		1		190	140	74%	3	0%
Unclassified		27	6	22%	2	5	0	36	10	28%	2	4	0	43	15	35%	0	3	0	44	18	41%	0	4	0	45	21	47%	15	24%
GNWT Total		3799	1138	30%	150	222	5	3862	1371	35%	54	210	6	4002	1589	40%	13	225	6	4028	1825	45%	2	247	6	4044	2074	51%	938	21%

APPENDIX V
ACTION AREAS
SPECIAL MEASURES AND SUPPORTING ACTIVITIES

APPENDIX V TABLE 17

AFFIRMATIVE ACTION PLAN
SPECIAL MEASURES AND SUPPORTING ACTIVITIES

ACTION AREA: Recruitment

OBJECTIVE: To attract qualified and interested native candidates to employment in the GNWT

OVERVIEW OF PROPOSED ACTIVITIES

Activity	Responsibility	Resource Implications
1. Develop career information packages targeted to native people to attract them to government employment.	1. a) Personnel b) Culture and Communications	1. Production costs
2. Disseminate information on career opportunities to native communities, high schools, colleges and provide appropriate employment related counselling.	2. a) Equal Employment Directorate b) Personnel in collaboration with recruiting Department	2. Travel costs
3. Use local native press to promote job opportunities.	4. a) Personnel b) Culture and Communications	3. Advertising costs
4. Modify formal education requirements for entry level positions when feasible in relation to job requirements.	3. Individual Departments as indicated in plans	4. On-going administration
5. Regularly review minimum qualifications for jobs in relation to validated job descriptions to identify possible systemic barriers.	5. All Departments in collaboration with Equal Employment Directorate	5. On-going administration
6. Regularly review recruitment procedures to identify possible systemic barriers.	6. Personnel in collaboration with Equal Employment Directorate	6. On-going administration
7. Use casual and contract positions to provide entry possibilities for native people.	7. Departments as indicated in plans in collaboration with Personnel	7. Hiring costs

APPENDIX V TABLE 18

AFFIRMATIVE ACTION PLAN
SPECIAL MEASURES AND SUPPORTING ACTIVITIES

ACTION AREA: Screening and Selection

OBJECTIVE: **To ensure that native people are given fair consideration in the selection process and are represented in selection decisions**

OVERVIEW OF PROPOSED ACTIVITIES

Activity	Responsibility	Resource Implications
1. Regularly review selection procedures to identify possible systemic barriers.	2. Personnel in collaboration with recruiting Departments and Equal Employment Directorate	1. On-going administration
2. Regularly review job descriptions to ensure that requirements are based on valid job related criteria.	2. As above	2. As above
3. Preferential hiring of native candidates that meet minimum qualifications requirements.	3. Personnel and Recruiting Departments	3. As above
4. Train managers in non-biased interviewing skills.	4. Education in collaboration with Equal Employment Directorate	4. Training costs and travel
5. Provide for employment interviews in local communities when feasible.	5. Personnel and Recruiting Departments	5. Travel costs

APPENDIX V TABLE 19

AFFIRMATIVE ACTION PLAN
SPECIAL MEASURES AND SUPPORTING ACTIVITIES

ACTION AREA: Career Development and Promotion

OBJECTIVES: 1) **To provide native people with information on job opportunities and the skills and experience necessary to meet job requirements**
2) **To ensure that qualified and interested native people have access to management and supervisory positions**

OVERVIEW OF PROPOSED ACTIVITIES

Activity	Responsibility	Resource Implications
1. Identify high potential native employees for development and promotion on a regular basis.	1. All Departments	1. On-going administration
2. Train managers in career counselling skills.	2. Education in collaboration with Departments	2. Training and travel costs
3. Actively encourage qualified native employees to apply for transfer and/or promotion.	3. a) All Departments b) Equal Employment Directorate	3. On-going administration
4. Provide counselling to native people concerning career development and planning.	4. As above	4. As above
5. Provide on-the-job training opportunities for native employees.	5. a) Departments as indicated in plans b) Education	5. Depending on action planned (See Appendix VII and Section IV of Report.)
6. Create term positions and fill with native trainees.	6. a) Departments as indicated in plans b) Education - In-service Training Program	6. Depending on action planned (See Appendix VII and Section IV of Report.)
7. Provide financial assistance for academic upgrading and correspondence courses.	7. a) Departments as indicated in plans b) Education	7. As above
8. Provide an orientation course for all new employees.	8. Education with input from Equal Employment Directorate	8. Training and travel costs
9. Disseminate information to all employees on internal and external training and education opportunities.	9. Departments in collaboration with Education	9. On-going administration
10. Provide life-skills training to new native employees if required.	10. a) Equal Employment Directorate b) Education	10. Training and travel costs
11. Use special assignments, job rotation to develop native employees.	11. Departments as indicated in action plans with input from Equal Employment Directorate	11. Administration and possible training and relocation costs
12. Identify interdepartmental promotion opportunities.	12. Equal Employment Directorate in collaboration with Personnel and Departments	12. Possible training and relocation costs

APPENDIX V TABLE 20

AFFIRMATIVE ACTION PLAN
SPECIAL MEASURES AND SUPPORTING ACTIVITIES

ACTION AREA: **Awareness and Public Relations**

OBJECTIVES: **1) To increase the knowledge and skills of managers and employees in dealing effectively with cultural differences**
2) To promote the Equal Employment Policy of the GNWT to all employees and to the public
3) To promote the GNWT as an attractive employer to prospective employees

OVERVIEW OF PROPOSED ACTIVITIES

Activity	Responsibility	Resource Implications
1. Conduct information sessions on Affirmative Action issues to effectively communicate affirmative action objectives.	1. Equal Employment Directorate in collaboration with Departments	1. Travel costs Administration costs
2. Conduct cross-cultural awareness sessions for all employees.	2. a) Equal Employment Directorate b) Education	2. Training costs Travel costs
3. Develop promotion material on the Equal Employment Policy for both employees and the general public.	3. a) Culture and Communications b) Equal Employment Directorate	3. Development and Production costs

APPENDIX V TABLE 21

AFFIRMATIVE ACTION PLAN
SPECIAL MEASURES AND SUPPORTING ACTIVITIES

ACTION AREA: Job Accommodation

OBJECTIVE: **To provide native people with reasonable accommodation to enable them to work in a new environment**

OVERVIEW OF PROPOSED ACTIVITIES

Activity	Responsibility	Resource Implications
1. Provide increased opportunities for educational leave for native people.	1. a) Personnel b) Education	1. Depending on nature of leave.
2. Provide flexible work schedules when feasible.	2. Personnel and Departments	2. Administrative
3. Provide support for new native employees to ensure smooth integration into work environments.	3. a) Individual Departments b) Equal Employment Directorate	3. Administrative
4. Provide opportunities for work sharing.	4. a) Individual departments according to action plan b) Personnel	4. Administrative

APPENDIX V TABLE 22

AFFIRMATIVE ACTION PLAN
SPECIAL MEASURES AND SUPPORTING ACTIVITIES

ACTION AREA: Information Systems

OBJECTIVE: **To provide the data necessary for affirmative action planning and for the monitoring of progress in meeting affirmative action objectives**

OVERVIEW OF PROPOSED ACTIVITIES

Activity	Responsibility	Resource Implications
1. Maintain an up-to-date inventory of the number of native people in the GNWT by job category, group and level, their qualifications and career interests.	1. Equal Employment Directorate in collaboration with Personnel and Departments	1. Data processing and Administrative
2. Maintain an inventory of the qualifications and career interests of native people who have shown an interest in employment in the GNWT.	2. As above	2. As above
3. Maintain an inventory of native graduates from high schools and colleges.	3. As above	3. As above
4. Monitor the number of native applicants, interviews, hires and promotions for all job categories, groups and levels by Department.	4. Equal Employment Directorate in collaboration with Personnel and Departments	4. Data processing and Administrative
5. Monitor the number of native people taking part in training programs both within and outside the Government.	5. As above	5. As above
6. Monitor the turnover of native people by Department, job category, group and level.	6. As above	6. As above

APPENDIX VI
DEFINITION OF TERMS USED IN EQUAL EMPLOYMENT PLANNING

AFFIRMATIVE ACTION PLAN
A strategy to increase the representation of target group members within the GNWT. Affirmative Action Plans include numerical targets and special measures in order to achieve objectives within a given timeframe.

EQUAL EMPLOYMENT PLANNING
The development of measures to eliminate discrimination in employment and to increase the representation of specific target groups.

EQUALITY OF OPPORTUNITY
The removal of systemic and attitudinal barriers to the employment and advancement of target group members.

HUMAN RESOURCE PLANNING
The process of determining an organization's current and future human resource requirements and developing strategies to meet those requirements. Human resource planning includes the identification, development and deployment of individuals to meet organizational needs.

REPRESENTATIVE PUBLIC SERVICE
A workforce which reflects the various racial, ethnic and gender mix of the working age population served by the Government of the Northwest Territories.

SPECIAL MEASURES
Specific activities aimed at accelerating the hiring, training and promotion of target group members.

SYSTEMIC DISCRIMINATION IN EMPLOYMENT
Any employment policy or practice that has the effect of intentionally or unintentionally limiting the employment opportunities of target group members in relation to non-target group members. This negative effect is referred to as *adverse impact.*

TARGET GROUP
A group that has been found to be underrepresented in the Public Service relative to the working age population. Target group members will be beneficiaries of special efforts to encourage their employment and advancement within the Government of the Northwest Territories.

TARGETED RECRUITMENT
A special recruitment effort used to directly access target group members in order to increase the number of target group applicants and hires.